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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Councillor C Atkins
Councillor M Ayub
Councillor P Downing
Councillor J Mingay
Councillor Y Waheed (Chair)

A meeting of **Human Resources Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR** on **Thursday, 5 January 2017** starting at **10.00 am**.

Karen Daniels
Service Assurance Manager

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 21 September 2016 (Pages 1 - 4)
5.	Human Resources Performance Monitoring 2016/17 Quarter 2 and Programmes to date	ACO	* To consider a report (Pages 5 - 16)
6.	Audit and Governance Action Monitoring Report	ACO	* To consider a report (Pages 17 - 20)
7.	Safety Climate Survey	HSA	* To consider a report (Pages 21 - 24)

Item	Subject	Lead	Purpose of Discussion
8.	Public Sector Equality Duty Report	DivAd	* To consider a report (Pages 25 - 64)
9.	Equality Handbook	DivAd	* To consider a report (Pages 65 - 96)
10.	Corporate Risk Register	HSSP	*To consider a report (Pages 97 - 100)
11.	Review of HRPCGs Effectiveness	Chair	* To consider a report (Pages 101 - 106)
12.	Review of Work Programme 2016/17	Chair	*To consider a report (Pages 107 - 112)
	Next Meeting		The next meeting is to be held at 10am on 21 March 2017 at Fire and Rescue Service Headquarters

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 4**

**MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP
MEETING HELD ON 21 SEPTEMBER 2016**

Present: Councillors Y Waheed (Chair), C Atkins, M Ayub, P Downing and
J Mingay

ACO Z Evans, SOC T Rogers, GC J Clayton and Mr R Jones

16-17/HR/019 Apologies

There were no apologies.

16-17/HR/020 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/HR/021 Communications

There were no communications.

16-17/HR/022 Minutes

RESOLVED:

That the Minutes of the meeting held on 7 June 2016 be confirmed and signed as a true record.

16-17/HR/023 Human Resources Performance Monitoring 2016/17 Quarter 1 and Programmes to date

ACO Evans submitted the first quarter report on Human Resources programmes, projects to date and performance against Human Resources performance indicators and associated targets.

ACO Evans highlighted the current projects and the performance indicators. In particular, she referred Members to the update provided on the new I-Trent HR and Payroll system and confirmed that there were no new projects.

ACO Evans referred Members to Appendix B, Quarter 1 2016/17 performance indicators and to the indicators which had not achieved their target, as set out in paragraphs 3.1 to 3.6 of the report. In relation to EQ1b (Percentage of wholetime operational staff to be women), it was expected that this should improve in the following two Quarters as there had been an increase in the number of female Firefighters who had been recruited. Similarly, indicator EQ2 (Recruitment of Black and Minority Ethnic staff across the whole organisation), was expected to improve in Quarter 2 to Quarter 3.

A Member commented that the Fire Service was doing well in relation to achieving its recruitment objectives.

ACO Evans mentioned indicators T1 to T5 which were all 'green' which was a significant achievement as they were very challenging targets.

GC Clayton highlighted that, following the reporting of the previous year Quarter 4 indicators, it had not been expected that such a significant improvement would have been achieved in target T6 (Percentage of Station based operational Working at Height operators that have attended a Working at Height recertification assessment within the last three years), in that this had only been missed by 1%.

Members' attention was also drawn to indicator T8b (Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period), which had fallen just short of the target, however, the five people in question were expected to complete this module shortly.

ACO Evans referred to indicator H3 (Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System fte employees), and advised that this related to one person with a long term absence following an injury sustained in 2015/16. It was hoped that this would be resolved in the near future.

In response to a question from a Member, GC Clayton advised that one off training linked to the introduction of a new system, such as that carried out for Control Room staff, was an operational matter which did not reflect in the maintenance of personal skills and development performance figures.

ACO Evans confirmed she would follow up on the performance issue discussed at Service Delivery Policy and Challenge Group and inform members accordingly.

RESOLVED:

That the progress made on Human Resources Programmes and Performance be acknowledged.

16-17/HR/024 Audit and Governance Action Plans Monitoring Report

ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports.

RESOLVED:

That progress made to date against the action plans be acknowledged.

16-17/HR/025 Health and Safety Annual Report 2015/16

SOC Rogers presented the Service's Annual Health and Safety Report 2015/16 to Members for information.

In introducing the report, SOC Rogers highlighted the following areas:

- The main health and safety aim was to ensure that staff remained as safe as possible in their work.
- Risk Assessments were an important element of the work of the Fire Service.
- During the reporting period the Service had published 10 new general Risk Assessments and reviewed 90 existing Risk Assessments.
- The 'red' indicator concerning the 'number of 24 hour cover periods lost to accidents per 1000 Retained Duty System fte employees' related to a single individual.
- The number of vehicle accidents had increased by one in 2015/16 compared to 2014/15.
- The Corporate Health and Safety objectives had been set for 2016/17.

In response to a question from a Member, ACO Evans advised that "Stress at Work" was part of MIND a National campaign delivered locally.

ACO Evans reiterated to Members that the annual report enabled Members to assure themselves that the Service had the right structures, policies and procedures in place and were content in terms of their corporate responsibilities.

In response to a further question, ACO Evans advised that the Service had the benefit of an excellent Health and Safety Manager and a Team which had a good level of continuity of service. SOC Rogers responded to a question from a Member to indicate that in the eventuality of a 'flash flood' affecting an electricity sub-station there would be an automatic cut to the power supply. However, these sub-stations tended to be built above ground level and contained within a brick structure in order to minimise the effect of any flooding in the area.

RESOLVED:

That the Health and Safety Annual Report be acknowledged.

16-17/HR/026 Corporate Risk Register

SOC Rogers presented his report on the Corporate Risk Register, confirming that this was a regular item on all Policy and Challenge Groups. He added that there had been no changes to individual risk ratings in the Register, however, there had been an update to Risk CRR25 as set out in the report.

SOC Rogers also referred to a multi-agency exercise which had been carried out in Luton earlier in the week, this being one of the regular system tests. He also confirmed that the Business Continuity testing arrangements were due at the end of the following month.

RESOLVED:

That the development of the Service's Corporate Risk Register in relation to Human Resources be noted and approved.

16-17/HR/027 Work Programme 2016/17

Members received the Work Programme for 2016/17.

ACO Evans advised of a suggested change to the Work Programme in order to balance out the number of items for meetings in June and September 2017. This would involve moving the items on 'Annual Report of Provision of External Training' and "Public Sector Equality Scheme Review" to the September 2017 meeting.

RESOLVED:

That the Work programme and the suggestions to move two items to the September 2017 meeting be agreed.

The meeting finished at 10.30 am.

Agenda Item 5

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
05 January 2017
Item No. 5**

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER 2 (APRIL TO SEPTEMBER 2016)

For further information on this Report contact: Adrian Turner
Service Performance Analyst
Tel No: 01234 845022

Background Papers:

Previous Human Resources Quarterly Programme and Performance Summary Reports.

Implications (tick✓):

LEGAL	✓	FINANCIAL	✓
HUMAN RESOURCES	✓	EQUALITY IMPACT	✓
ENVIRONMENTAL	✓	POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)
	New		CORE BRIEF

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a report for 2016/17 Quarter 1 detailing:

1. Progress and status of the Human Resources Programme and Projects to date.
2. A summary report of performance against Human Resources performance indicators and associated targets for Quarter 2 2016/17 (1 April 2016 to 30 September 2016).

RECOMMENDATION:

Members acknowledge the progress made on Human Resources Programmes and Performance and consider any issues arising.

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2016 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
 - All existing projects are complete;
 - All new projects will be within the medium-term strategic assessment for Human Resources areas; and
 - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2016/17 to 2019/20 has been taken within the 2016/17 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2016.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
 - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board reviews the Programme at least twice a year with the next Programme Board review scheduled for 13 January 2017.

Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

- 1.6 No exception reports were submitted during this period, and there are currently no exceptions outstanding.

The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets.

2. Performance

- 2.1 In line with its Terms of Reference, the Human Resources Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.
- 2.2 This report presents members with the performance summary outturn for Quarter 2 2016/17 which covers the period 1 April to 30 September 2016. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2016/17 planning cycle.
- 2.3 The status of each measure is noted using the following key:

Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

3. Summary and Exception Reports Q2 - Year End 2016/17

All performance indicators achieved their target, except for:

- 3.1 **EQ1a: Percentage of new entrants to the Retained Duty System to be women.** Two newly appointed Retained Duty System (RDS) women have been appointed to Wholetime positions within Q2 and four men appointed, which shows as a missed target for Q2. There are currently 49 people going through the recruitment process, 25% of whom are women as such the year-end percentage should meet the target set.
- 3.2 **HR1The percentage of working time lost due to sickness.** This measure has slipped back into a negative status for the first time in over two years, we are analysing the information in more detail and will continue to monitor trends over the coming quarter.
- 3.3 **T5 – Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.** This PI considers performance at each Station at meeting the Service requirement of 60% or more of personnel trained to Emergency Care

for Fire and Rescue. Overall the level is at 80% (133% of target), however the performance is not evenly distributed; two RDS Stations are currently not achieving 60% or more which accounts for approximately 6%.

Training and Development Centre are working with Station Commanders to ensure those Stations that are currently not meeting the policy standard are given priority to course allocation. Only when all Stations are achieving 60% can the PI be met.

3.4 **T6 – The Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.** This PI has been increased for 2016/17 from 70% to 98% as we have moved to the third year of a planned implementation. Significant progress continues to be made on achieving the raised PI by year end. Ten courses are scheduled for 2016/17. Training and Development Centre are working with Station Commanders to ensure those personnel not yet nominated are given a course allocation.

3.5 **T8b - Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.** 6% short of target which represents a decrease of 4% over the previous quarter. A factor in this drop was the increase in the required frequency of Work at Height (WAH) training introduced in September 2016 to bring the Service into line with national guidance.

There are also a small number of individuals whose personal percentage figures have reduced. Further research will consider if there is known cause, such as sickness or other absence. Station Commanders have been made aware and steps are in place to address this issue with tailored personal development plans where required.

Training and Development Centre provide regular performance data to the Operational Delivery Team (ODT) membership, Station Commanders and individuals to improve this area.

3.6 **T8c - Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.** 3% below target represents an improvement of 1% over the previous quarter. This improvement reflects the ongoing Training and Development Centre and Management support to improve attainment with specific individuals and watches. Personal development plans are in place, supported by line managers and overseen by Borough Commander North.

There has been a continual improvement seen from Control personnel over 12 months and it is anticipated that target is reached within year.

3.7 **H3: Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.** There has been one workplace injury to RDS personnel during Quarter 1 and 2 for 2016/17 which did not result in any lost days/shifts. However, the target has been missed due to an injury sustained at an operational incident during 2015/16 and has resulted in long term sickness since the event took place. If the lost days / shifts due to this injury were removed from this data the H3 Quarter 2 actual figure would be zero and therefore well within target. The individual concerned has now been confirmed as fit for duty.

**ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT)**

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
Business Systems Improvement	Optimise the use of existing business systems and replace where appropriate	Green	<p>HR AND PAYROLL SYSTEMA first full Payroll reconciliation has been achieved HR and Payroll teams inputting data to reconcile new starters/movers and leavers, and training for the Payroll team has commenced. Work on developing Management Information reports is ongoing.</p> <p>Testing has been completed on the initial integrations between MIS and i-Trent; scoping is now underway to refine the interfaces to allow for error reporting, and to consider integration to Gartan. Interdependencies between sickness and absence reporting in the new Mobilising system are also being scoped.</p> <p>The focus over the next period is on completing User Acceptance Testing prior to progressing to the next payroll parallel run. The HR Payroll system is expected to progress to a live payroll run expected in February 2017, as approved through the exception reporting process by the HR/Payroll Board 12 December 2016.</p> <p>Methods for improving supplier response times to queries arising through the implementation have been proposed and the Service is working with the supplier to resolve a number of matters raised with them.</p>

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER 2

Measure				2016/17 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Human Resources									
EQ1a	Percentage of new entrants to the Retained Duty System to be women	Higher is Better	6%	3.57%	0%	0%	6%	Red	N/A
EQ1b	Percentage of new entrants to the Wholetime Duty System to be women	Higher is Better	5%	n/a	0%	14.81%	5%	Green	N/A
EQ2	Recruitment of minority ethnic staff across the whole organisation	Higher is Better	13%	14.86%	10%	16.22%	13%	Green	N/A
HR1	The percentage of working time lost due to sickness	Lower is Better	3.9%	3.31%	3.15%	4.06%	3.9%	Amber	Missed Target by 4%
HR1b	% working time lost to sickness excluding long term Sickness	For Info Only		n/a	3.44%	3.15%	For Info Only		
HR3a	% of returned appraisal documents to HR within 3 months of reporting year within 3 months of reporting year (end September) Support staff and Station Managers and above	Higher is Better	90%	n/a	91%	91%	90%	Green	1% better than target
HR3b	% of returned appraisal documents to HR within 3 months of reporting year (end September) Fire-fighters/Crew and Watch Managers	Higher is Better	90%	n/a	99%	100%	90%	Green	11% better than target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 QUARTER 2

Measure				2016/17 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development									
T1	Percentage of station based operational staff that have attended an assessed BA course within the last two years	Higher is Better	98%	93%	90%	100%	98%	Green	2% better than target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	96%	98%	99%	98%	Green	1% better than target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	79%	98%	99%	98%	Green	1% better than target
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	90%	98%	98%	98%	Green	Achieved Target
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years	Higher is Better	98%	93%	98%	94%	98%	Amber	Missed target by 3%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 QUARTER 2

Measure				2016/17 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development (cont.)

T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years	Higher is Better	98%	n/a	75%	95%	98%	Amber	Missed target by 3%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months	Higher is Better	98%	99%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months	Higher is Better	92%	93%	93%	93%	92%	Green	1% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months	Higher is Better	92%	88%	89%	86%	92%	Amber	Missed target by 7%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 QUARTER 2

Measure				2016/17 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments
Staff Development (Cont.)									
T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months	Higher is Better	92%	83%	93%	89%	92%	Amber	Missed target by 3%
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Higher is Better	92%	95%	95%	93%	92%	Green	1% better than target
Health and Safety									
H1	Number of serious accidents (over 28 days) per 1000 employees	Lower is Better	5.38	1.76	1.94	0.00	2.69	Green	n/a
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)	Lower is Better	418.73	241.16	238.60	52.06	209.37	Green	75% better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees	Lower is Better	677.90	226.36	159.57	2397.10	338.95	Red	Missed target

Notes: The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.

Agenda Item 6

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
05 January 2017
Item No. 6

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT

For further information on this report contact: Karen Daniels
Service Assurance Manager
Tel No: 01234 845013

Background Papers:

- Action Plans contained in Internal and External Audit Reports
 - Action Plan contained in the Annual Governance Statement 2015/16
 - Minutes of the Audit Committee dated 5 April 2012
-

Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on progress made to date against current action plans arising from internal and external audit reports.

RECOMMENDATION:

That Members acknowledge progress made to date against the action plans and consider any issues arising.

1. Introduction

1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.

1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the third such report to the Human Resources Policy and Challenge Group for the year 2016/17.

2. Monitoring Report of Actions Arising From Internal and External Audit Reports

2.1 The monitoring report of progress made to date against agreed actions arising from internal and external audit reports is attached as Appendix A.

2.2 The monitoring report covers, in order, the following:

- Outstanding actions from internal and external audit reports, including those reports received during 2016/17 and those from previous years, which have a proposal to extend the original completion date. There are no requests to extend the original completion date.
- Outstanding actions from internal and external audit reports, including those reports received during 2016/17 and those from previous years, which are on target to meet the original or agreed revised completion date.
- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this audit is complete and the action validated.
- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.
- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

2.3 There are no requests to extend the original completion date. All actions are completed subject to follow-up audit.

3. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement
- 3.1 The monitoring report covers the actions within the 2015/16 Annual Governance Statement (if applicable) which was formally adopted by Members of the Audit and Standards Committee, on behalf of the Authority, at their meeting on 29 June 2016, as part of the 2015/16 Statement of Accounts.
4. Organisational Risk Implications
- 4.1 The actions identified within internal and external audit reports and the Annual Governance Statement represent important improvements to the Authority's current systems and arrangements. As such, they constitute important measures whereby the Authority's overall management of organisational risk can be enhanced.
- 4.2 In addition, ensuring effective external and internal audit arrangements and the publication of an Annual Governance Statement are legal requirements for the Authority and the processes of implementation, monitoring and reporting of improvement actions arising therefore constitute an important element of the Authority's governance arrangements.

**ZOE EVANS
ASSISTANT CHIEF OFFICER
(HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2016 from earlier reports)**

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
TRDEV 3 15/16	RSM (Follow up) May 16: Final Report (15/16)	Training and Development (Ops) Head of Human Resources	Medium	The Service will continue to work with PDRPro to develop a report running solution and in the meantime a manual reporting process will be achieved using sampling and presented within the 6-month report to SDMT.	PDR Pro have commenced development of an agreed improvement to reporting that encompasses assessments and the Service continues to work with PDR Pro to develop the solution. In the meantime a manual reporting process has been developed and accepted into the Station Audit Programme creating improved feedback on PDR and LearnPro activity, specifically providing guidance on quantitative and qualitative sampling of assessments. This complements a 3-year sampling plan to run each six months and reported through the department audit (Oct and April each year).	Original Dec 16	Completed subject to follow-up audit
TRDEV 2 15/16	RSM Nov 15: Final Report (15/16) Follow up May 16: Final Report (15/16)	Training and Development (Ops) Head of Human Resources	High	The Head of Operations, with the aid of the Training and Development Team, will develop a strategy and action plan to engage assessors and increase the quality and volume of assessments undertaken on PDRPro with regards to both competence completion and the achievement of training outcomes. Regular audits will be undertaken to provide assurance that assessments and verifications are taking place to ensure PDRPro clearly demonstrates competence and the achievement of training outcomes.	The sample plan for June has been established and agreed through TDMT (22.06.16) and will consider a sample 25% of operational personnel, across all roles, stations and work systems. It will measure the level of assessment against the sub-role requirements as well as evidence of verification activity. Feedback will be provided through standardisation meetings.	Original Dec 15 (Plan) Mar 16 (compliance) Jun 16 (audit)	Completed subject to follow-up audit

Agenda Item 7

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 7**

REPORT AUTHOR: HEALTH AND SAFETY ADVISER

SUBJECT: SAFETY CLIMATE SURVEY

For further information on this Report contact: Alan Pixley
Health and Safety Adviser
Tel No: 01234 845165

Background Papers:

Implications (tick✓):

LEGAL	✓	FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	HEALTH AND SAFETY	✓
		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide Members with information regarding the safety climate survey taking place from 3 January to 13 February 2017.

RECOMMENDATION:

That Members acknowledge the report.

1. Introduction

- 1.1 One of the priorities that Bedfordshire Fire and Rescue Service have identified as a corporate objective for 2016 - 17 is to conduct a safety climate survey. This will help to develop a prioritised health, safety and wellbeing plan moving forward.

1.2 There has been a growing body of evidence that suggests that organisations that measure their safety climate and take action to resolve issues that arise have fewer accidents and near misses. A safety climate can indicate where the weaknesses and gaps are in the health and safety management system that might not be observable through conventional audits and observations.

2. Safety Climate

2.1 'Safety climate' describes how people feel about safety, and offers a unique insight into an organisation's safety culture. In turn, safety culture is one of the strongest indicators of organisational health and safety performance so, not only can a positive safety climate have a favourable effect on accident rates; it can also have an impact on better worker involvement, better understanding and control of workplace risks and employee morale.

2.2 With up to 90% of incidents having a human and organisational factor associated with them, Bedfordshire Fire and Rescue Service have undertaken to measure their safety climate as a proactive step towards improving their health and safety performance.

3 Measuring Safety Climate

3.1 Measurement of our safety climate will be carried out by using the Health and Safety Laboratories Safety Climate Tool (SCT) which will provide a leading indicator showing how health and safety is viewed at different levels within the organisation. The SCT will enable the organisation to fully understand its safety climate helping us to:

- Benchmark the current safety climate, which will allow comparisons to be made with future climate surveys and measure success;
- Identify areas where we are doing well and where we need to target our future efforts;
- Promote involvement in health and safety across the organisation; and
- Reduce the costs associated with staff absence and loss of productivity.

3.2 Using the SCT may result in the identification of changes that can be made to improve areas of health and safety performance, helping to improve the future safety culture. This will achieve greater engagement and commitment to health and safety from employees, reduce the number of accidents at work, reduce costs and demonstrate better leadership.

4 The Safety Climate Tool

4.1 The SCT is a simple online survey of 40 statements mapped across eight factors:

- Accident and near miss reporting;
- Organisational commitment;
- Health and safety oriented behaviours;
- Health and safety trust;
- Usability of procedures;
- Engagement in health and safety;
- Peer group attitude; and
- Resources for health and safety.

4.2 In addition to the forty statements there are three open questions chosen by the Health and Safety Support Team. The questionnaire is designed for people to rate their responses to the statements on a 1 to 5 point scale from strongly disagree to strongly agree.

4.3 The SCT is purposely designed to seek the views of all levels of the workforce so that their results can be compared. The statements explore an individual's attitudes and perceptions regarding safety. Data is automatically analysed to produce a written report and a series of charts. SCT data can be used as part of a benchmarking service that allows users to compare the safety climate of their own organisation to those organisations of a similar size or within the same industrial sector.

5 The Safety Climate Survey

5.1 The survey opens on the 3 January 2017 and will run for six weeks. It is open to all employees within the organisation and will take between 10 – 15 minutes to complete. Following closure of the survey the summary report will be available to view on the Service intranet. The results will also be fed back to operational personnel through a health and safety roadshow campaign.

6 Implications

6.1 **Legal – Health and Safety:**

6.2 There are legislative requirements regarding employee involvement, management arrangements and competency assurance but not for culture. Although safety culture and its assessment is not a legal requirement, safety culture assessment is recognised as having a direct impact on the safety of employees, contractors and the public.

6.3 This first safety climate survey will provide a benchmark and will allow comparisons to be made with future climate surveys.

ALAN PIXLEY
HEALTH AND SAFETY ADVISER

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 8

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: PUBLIC SECTOR EQUALITY DUTY REPORT

For further information on this Report contact: Robert Jones
Diversity Adviser
Tel No: 01234 845057

Background Papers: None

Implications (tick ✓):

LEGAL		✓	FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	✓
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To present the 2015/16 Annual Workforce Data Report for Members' consideration.

RECOMMENDATION:

That the submitted report be approved.

1 Introduction

- 1.1 Welcome to the 5th Annual Workforce Data Report which supports Bedfordshire Fire and Rescue Service in demonstrating our duties regarding the requirements of the Public Sector Equality Duty.
- 1.2 This report provides an overview of our equality and diversity employment monitoring data as at 31 March 2016. It covers age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. The data relates only to those who are directly employed by Bedfordshire Fire and Rescue Service, it excludes agency staff.

- 1.3 The information contained in this report forms part of the Service's continuing dialogue in demonstrating our compliancy with the Public Sector Equality Duty (PSED).
- 1.4 The Workforce Data report is set out in a similar format to our previous Workforce annual reports and is detailed across a number of sections covering our accomplishments and progress during 2015/16.
- 1.5 Previous Workforce Data Reports are available on request from the Service Diversity Advisor at equalityanddiversity@bedsfire.com.

2. Implications

- 2.1 In developing and publishing this report the Service provides firm assurance that we remain committed to furthering the equality and diversity agenda.

2.2 **Legal:**

The Annual Workforce Data Report constitutes part of our on-going dialogue for demonstrating compliance against the Public Sector Equality Duty and may be used as evidence along with the report on the single equality scheme which is published on the Service website.

2.3 **Corporate Risk:**

Risk CRR 24 'If we do not demonstrate legal compliance in delivering our statutory HR related duties, including: Equality, Diversity and Employment law, then we may face claims for compensation or prosecution which will adversely affect our reputation. In addition we may adversely affect our service delivery by not taking the opportunities that adherence to such law may provide us'.

This risk is included on our Corporate Risk Register and due to our actions is currently reduced as a tolerable risk.

2.4 **Equality Impact:**

Evidence across 'Protected Characteristic' areas demonstrating compliance with the Public Sector Equality Duty.

ROBERT JONES
DIVERSITY ADVISER



Bedfordshire Fire and Rescue Service



Public Sector Equality Duty Report

31 January 2017

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Bedfordshire Fire and Rescue Service

Introduction

This publication reflects the progress we have made in meeting our Equality Duties since our first report was published in January 2012 and our four year Equality Action Plan was published in April 2012. This report, our fifth since 2012, provides an update in line with our obligations under the Equality Act 2010 (Specific Duties) Regulations 2011.

Our Service

As a Fire and Rescue Service we can be called to assist anyone living, working, studying or visiting Bedfordshire. We operate out of 14 fire stations across Bedfordshire. We employ 581 people out of which 385 are firefighters and 196 are support staff providing a range of services such as control, technical support, human resources, catering and administration.

Strategic Objectives

Vision 2013-2017:

‘To provide an excellent fire and rescue service’

Objectives 2013-2017:

1. To respond effectively, manage risks and reduce the number if emergency incidents we attend;
2. To ensure high standards of corporate governance and continue Service improvement;
3. To develop employees and create a safe, fair and caring workplace for our staff.

Strategic Priorities

The Service priorities are as follows:

- ❖ Making Every Contact Count;
- ❖ Service Delivery Effectiveness and Improvement;
- ❖ Firefighter Safety.

Equality Objectives

2012-2016

The Single Equality Scheme (SES) developed in 2012, identified 23 Equality Objectives for the service to work on over a 4 year period in order to:

- Demonstrate how the Service would promote equality and diversity and eliminate harassment & unlawful discrimination in the workplace and across the Service we provide;
- Highlight the actions the Service would take to improve its equality and diversity performance outcomes;
- Show how the Service intended to meet the legal responsibilities under the Equality Act 2010 and other legislation.

A report which reviewed progress and closed the 2012 SES was produced in 2016 and is available at www.bedsfire.com.

2016-2020

In preparation for the next 4 years, the Service has identified the following 5 equality objectives within the 2016-20 SES:

1. Achieving excellence against Equality Frameworks;
2. Improve public access to equality information using the BFRS website/social media;
3. Deliver equality and diversity training for all staff;
4. Improve equality monitoring across all Service areas;
5. Embed equality in commissioning and procurement activity.

In July/August 2016 the Service consulted with staff and the public on all of the above objectives as a consequence of this consultation, changes were made and the revised Single Equality Scheme was formally adopted and published and is available at www.bedsfire.com.

Internally, Bedfordshire FRS has a Corporate Equality Group (CEG) whose role is to monitor the equality objectives quarterly and receive reports by exception.

The People we Serve

The 2011 census shows that a total of 615,060 people are living across Bedford, Central Bedfordshire and Luton.

Bedford	Central Bedfordshire	Luton
157,479	254,381	203,200

The Office for National Statistics (ONS) Population Projections predicts that this total number will increase from 644,000 in 2014 to 721,000 in 2024.

The 2011 census also highlighted that Bedfordshire has a higher proportion of people over the age of 60 and a lower proportion aged 25-49 compared to other counties in East Region and the UK.

Our Practice

- Our workforce monitoring data forms part of the information we collate, monitor and publish to help us ensure equality considerations are embedded within our policies and practices, as well as meet our responsibilities under the Public Sector Equality Duty.
- The Service publishes its equality objectives separately within the Single Equality Scheme (SES). The latest SES 2016 – 2020 along with a report from the 2012 – 2016 SES can be found on the Services website at www.bedsfire.com.
- We have a well-established Equality Assessment process where all policies and changes to services are assessed for their potential impact against groups protected by the Equality Act (2010) known as 'Protected Characteristics' outlined below.
- All staff receives an equality handbook and a range of training which includes equality and diversity and cultural competence. We have also imbedded unconscious bias training in the induction program.
- We conduct bi-annual staff surveys of all our employees to develop a clear understanding of both the type of culture we have now and the type of culture we are aiming for.
- BFRS is committed to ensuring the wellbeing of all its employees and provides an in-house Occupational Health and Fitness provision and an Employee Assistance Programme.
- Understanding the value of a healthy work-life balance, Bedfordshire Fire and Rescue Service offer employees the opportunity to request flexible working hours, homeworking, part-time, job-share and compressed/staggered/annualised hours. Non-operational staff (where appropriate) work on a flexitime system between the hours of 8am and 6pm.

- Our approach to equality and diversity is driven by our equality department and progress is monitored through the Services Corporate Equality group (CEG).
- In 2016 the Service was awarded the status of being a Disability Confident organisation in recognition of our approach to disability.
- The Service is affiliated to the Asian Fire Service Association (AFSA), Women in the Fire Service (WFS), Stonewall and the Employers Network for Equality and Inclusion (ENEI).

DRAFT

The Law

Equality Act 2010

In the exercise of our functions we must have due regard to the need to:

1. eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
2. advance equality of opportunity between people who share a protected characteristic and people who do not share it;
3. foster good relations between people who share a protected characteristic and people who do not share it.

The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion and belief
- Gender
- Sexual orientation

The Equality Duty helps us to consider the way our employment practices, spending decisions and service delivery affect different groups in the community. This will help us to:

- remove or minimise disadvantage suffered by people due to their protected characteristics;
- take steps to meet the needs of people from protected groups where these are different from the needs of other people;
- encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Specific Duties Regulations 2011

These duties require us to set out in SMART form and publish equality objectives at least every four years and publish information annually to demonstrate compliance with the PSED; in particular, information relating to their employees and others affected by their policies and practices (such as service users).

Executive Summary

As at 31 March 2016, Bedfordshire Fire and Rescue Service (BFRS) employed 581 people. 61 employees left during 2015/16 and there were 45 new appointments. Overall, there has been a steady decrease in staff number from 620 during 2013/14 to 598 during 2014/15 and 581 during 2015/16.

- Total firefighter strength at BFRS is 385 FTE. This figure is 10.4% lower than the previous year and 14.4% lower than five years ago
- During the financial year 2015/16, 61 people left the service, 42.1% left as a result of early/normal retirement the majority of leavers were firefighters (34.4% whole time and 37.7% RDS).
- As at 31 March 2016, 454 male staff were employed, out of which, 86.3% were firefighters. In contrast, only 17.8% of the 123 female employees were firefighters.
- 2.6% of staff described themselves as having a disability which has decreased from previous years, possibly as the number not declaring a disability has increased to 12.9% from 6.4% (2014/15).
- Staff not declaring their religion/belief had decreased from 19.9% during 2014/15 to 11.7% in 2015/16.
- 6.3% of our workforce declared they are from an ethnic minority group which is no significant change from previous years.
- 22.0% of our workforce is aged under 34, compared to 25.6% the previous year; 12.4% are aged over 55 compared to 10.1% the previous year.
- 1.9% of our workforce declared they are lesbian, gay or bisexual, similar to previous years.
- No employee has identified themselves as transgender.

BFRS's profile as at 31 March 2016 is provided in the appendix.

Section 1: WORKFORCE

Total Workforce

Total **firefighter strength at BFRS** for 2016 is 385 Full Time Equivalent (FTE). This figure is 0.4% lower than the previous year. The numbers of FTE whole time firefighters, retained duty system fire fighters, fire control staff and support staff were all lower compared with one year previously. The greatest decrease was in the number of whole time firefighters, which had decreased by 14.5%.

21.6% of all staff at BFRS are women, very little change from previous years. Female representation at senior levels remains consistent at 30.0%.

Black and Minority Ethnic employees represent 6% of Operational, 7.7% Control and 10.5% of support staff.

Staff declaring a disability account for 2.6% of the workforce, which is a decrease from previous years. The Service has a higher number of staff with disabilities at the middle management grade 13.6%, whilst senior management is 0.0% and lower grades 7.3%.

Gender

Section	Male	Female
Whole time & RDS	94.7%	5.3%
Control	11.5%	88.5%
Support	41.7%	58.3%

Ethnicity

Section	White (all)	BME group	Not disclosed
Whole time & RDS	90%	6%	4%
Control	92.3%	7.7%	0.0%
Support	88.5%	10.5%	1%

Age

The age of the majority of staff at BFRS is in the 45-54 age bracket, which remains the same as previous years.

Religion

The data recorded for BFRS show that 56.8% of the total workforce have declared a religion/belief, this compares with 26.3% recorded in 2013/14.

Workforce Leavers

During 2015/16, 61 employees left Bedfordshire Fire and Rescue Service (compared with 57 in 2014/15). Comparing the data from 2014/15, there was little difference in staff leaving who were aged 16-34 and a slight increase of those who left aged 55-64. There were also decreases in females, those from an ethnic minority background and disabled employees leaving the Service.

The Service conducts exit interviews to gather the reason(s) people are choosing to leave. This identifies any patterns, ensuring data is provided to enable research to correct any areas that can be improved.

During 2015/16, the largest proportions of leavers were firefighters (white, male) and of the 61 leavers across the Service as a whole, 42.1% retired from the Service.

Table: Staff leaving by role (2015-16)

W/Time	RDS	Control	Support	Total
21	23	3	14	61

Table: Reasons for leaving, 2015-16: (% in brackets is per 1000 employees)

Staff headcount (start of year)	Retirement Normal/early	Retirement Ill-health
594	25 (42.1%)	3 (5.1%)

Job Applications, Recruitment and Promotions

Recruitment to BFRS is through fair and open competition based on merit, with individuals assessed for their ability to demonstrate the required competences, knowledge and skills for the role.

BFRS is committed to ensure that all recruitment is free from unfair and unlawful discrimination. Reasonable adjustments for disabled people are made at all stages of the recruitment process, as required.

As part of the changes to the two tick accreditation awarded to employers who demonstrate they are committed to the employment, retention, training and career development of people with a disability. BFRS undertook a disability confident self-assessment which led to being awarded a disability confident organisation in 2016.

In 2015 we saw an increase in numbers of people with disabilities applying for support posts with BFRS. Out of 173 job applicants, 11 (6.4%) declared a disability, whereas during 2014/15, out of 101 job applicants, 2 (2%) declared a disability and during 2013/14, out of 248 jobs, 13 (5.2%) declared a disability.

Staff Starters

During 2015/16, 45 employees joined Bedfordshire Fire and Rescue Service (compared with 41 in 2014/15). Comparing the data of those who joined the Service in 2015/16 to 2014/15, there was a large decrease of those aged 16-34 but a large increase in those aged 34-44 and 55-64. There were also small decreases in females, non-heterosexuals and ethnic minority employees joining the Service. As a general observation, more people are now submitting information concerning their protected characteristics as the 'not declared' sections in all categories range from just 0.0% (age and gender) to 6.7%(Disability).

Pregnancy and Maternity Leave

As part of Bedfordshire Fire and Rescue Service's commitment to diversity, we support employee's balance between home and work through offering flexible employment policies and provide enhanced pay and leave for adoption, maternity and paternity.

Year	Women on Maternity Leave	Women on Maternity Leave carried forward to next year	Women returning to work from Maternity Leave
13/14	6	3	3
14/15	6	1	5
15/16	4	2	2

During 13/14 and 14/15 there were 6 employees who were either pregnant or on maternity leave. This number reduced to 4 during 15/16.

During 2013/14, 3 more women went on Maternity Leave totalling 6 for this year. 3 women returned to work and 3 remained on Maternity Leave.

During 2014/15, 3 more women went on Maternity Leave totalling 6. 5 women returned to work and 1 remained on Maternity Leave.

During 2015/16, 3 more women went on Maternity Leave totalling 4. 2 women returned to work and 2 remained on Maternity Leave.

Grievances

During 2015/16 only a small number of grievances (3) were raised by employees; of these none concerned discrimination/equal pay.

As the number of grievances raised was small, there can be no meaningful statistical analysis or conclusion.

Equal Pay and Reward

In 2016/17 the Service is investigating pay gaps through using a single measure by comparing full time equivalent earnings of different groups of staff (in relation to their protected characteristics). For example, the full-time gender pay gap compares the average hourly pay, excluding overtime, of men and women working full time.

It is important to note that a pay gap does not necessarily mean a difference in pay for comparable jobs or work of equal value.

We are committed to ensuring that our pay strategy is fair and transparent. We will also take action to address under-representation at different levels in the organisation through positive action.

Section 2: SERVICES

Responding to Incidents

We are pleased to report that the number of incidents including fires and road traffic collisions as well as the number of false alarms has reduced this year. This is in part due to our approach in identifying those at most risk, working with partners and targeting those who are most vulnerable with fire safety and installing alarms.

Type of Incidents	2014/15	2015/16
Fires	2,029	1,990
False Alarms	2,574	2,404
Non-Fire Incidents	2,404	1,322
Total number of Incidents	5,916	5,716

Main Type of Non-Fire Incidents

Main type of non-fire incident	2014/15	2015/16
Road Traffic Collisions	424	393
Effecting entry/exit	213	201
Flooding	103	138
Good Intention False Alarm	44	120
Lift Release	104	98

Home Fire Risk Checks

Total number of HFRC's	of which were for the Elderly	of which were completed by partners
4,346	2,684	1,145

Fire Safety Audits

No. of Fire Safety Audits	of which Satisfactory	of which Un-satisfactory
1,358	1,176	182

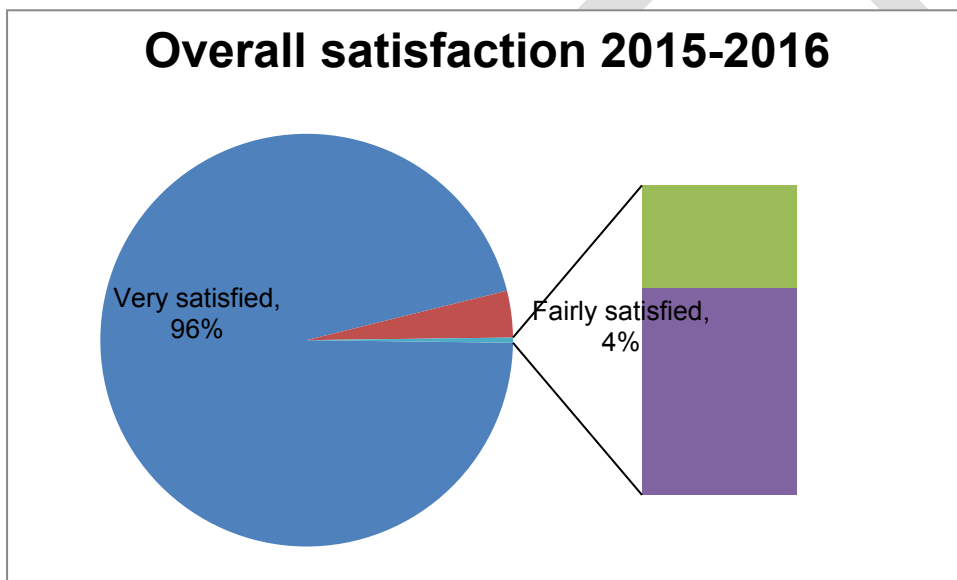
No. of enforcement notices served under Article 30	No. of prohibition notices served under Article 31	No. of prosecutions for offences under Article 32	No. of alteration notices served under Article 29	No. of premises satisfactory following enforcement action
2	3	0	0	23

During 2015/16 Quarterly Customer Satisfaction Surveys were undertaken to establish the levels of customer satisfaction in the following service areas:

- attending an incident at a domestic property;
- attending an incident at a non-domestic property;
- conducting a Home Fire Safety Check; and
- conducting a Fire Safety Audit.

Overall Results

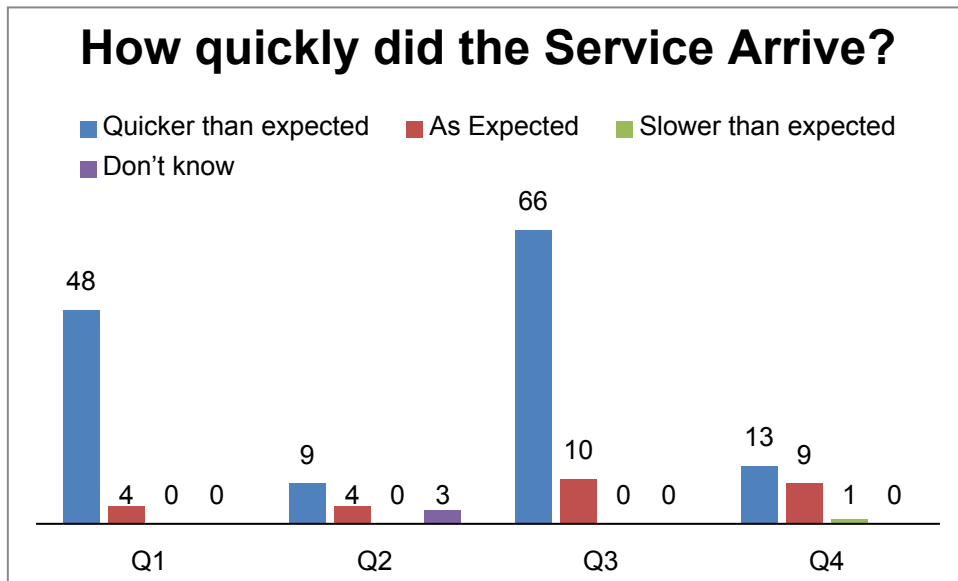
In 2015/16 we received a total of 767 surveys, compared to 1,707 in 2014/15, and of the 740 people who responded to the question 'How satisfied were you with our overall service?' 737 (99.6%) agreed they were very or fairly satisfied with the service they had received



Area Surveyed	Surveys Issued	Surveys Returned	Rate of Return 2015/16
After the Incident (Domestic)	354	178	50%
After the Incident (Non-Domestic)	144	82	57%
Home Fire Safety Check Follow Up Surveys	1,225	362	30%
Fire Safety Audits	193	145	75%

Area Surveyed	Return rate 2015/16	Return rate 2014/15	Return rate 2013/14
After the Incident (Domestic)	50%	66%	56%
After the Incident (Non-Domestic)	57%	60%	58%
Home Fire Safety Check Surveys	30%	79%	54%
Fire Safety Audits	75%	64%	30%

136 responders out of 167 who replied to this question (81%) stated the fire service arrived quicker than expected.



Q1 - Q4 Overall satisfaction with Service received

All 159 respondents who replied to the question 'How satisfied were you with our overall service?' were either very or fairly satisfied with the service they received.

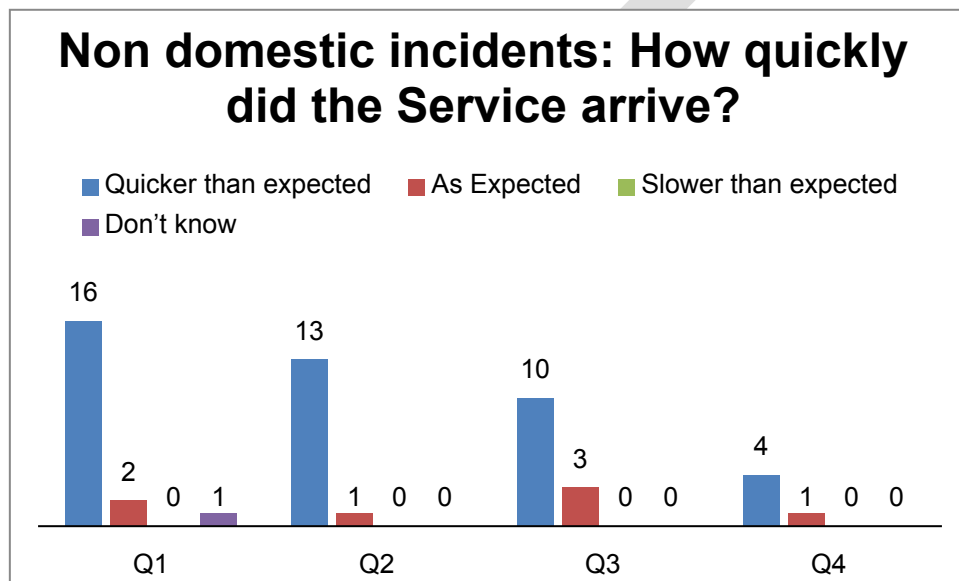


After the Incident (Non Domestic)

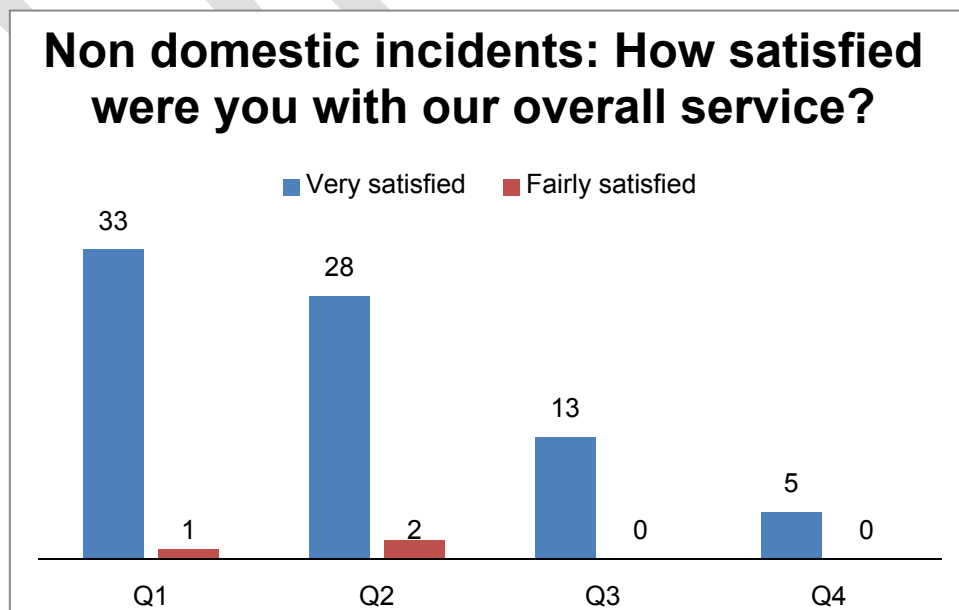
144 surveys were issued by either post or emailed via a survey link and 82 completed surveys were received back for reporting purposes. No complaints were received through the customer satisfaction surveys.

Q1 – Q4 Incident response times

51 of the 82 responders (84%) said the Fire Service arrived quicker than expected.



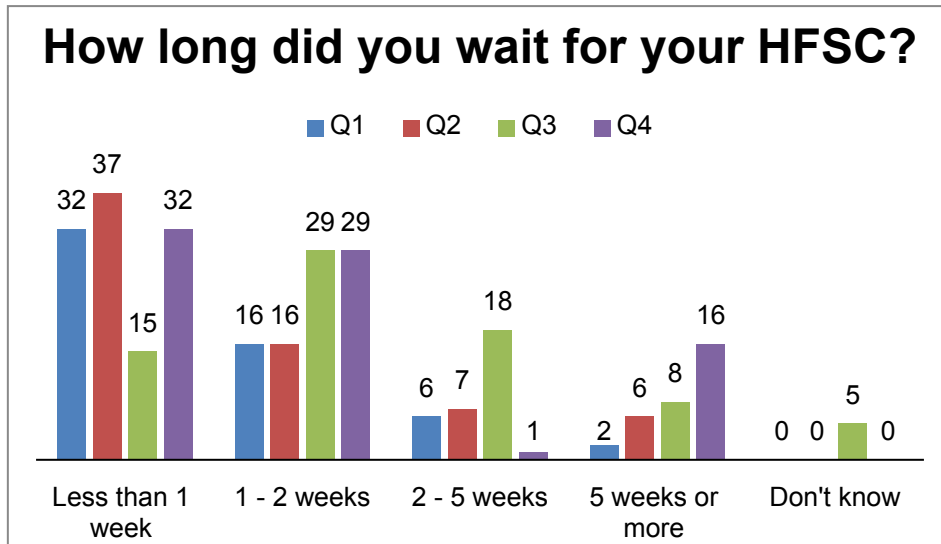
All of the 82 people who responded said they were very or fairly satisfied with the service they received.



Home Fire Safety Check Surveys

Through the year 362 people responded to our survey and almost all stated they were either very or fairly satisfied with the service they received.

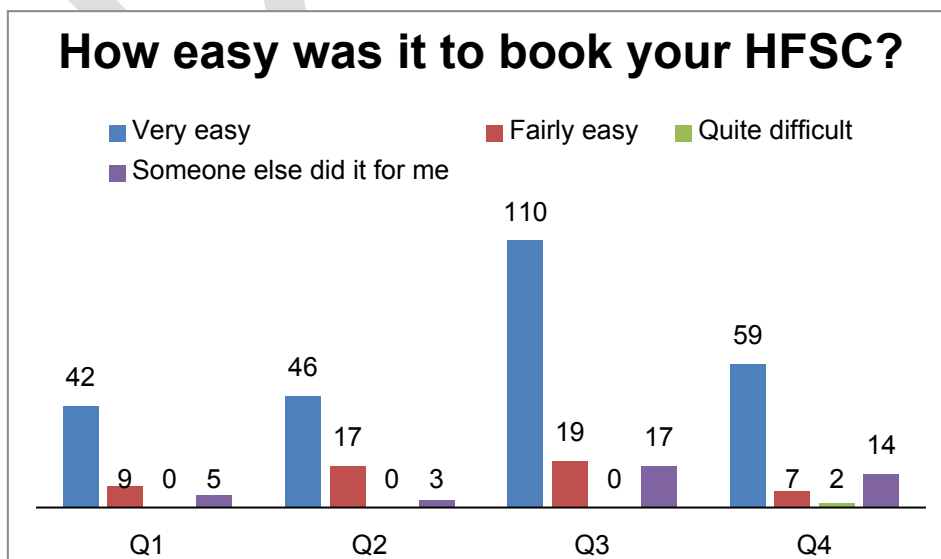
116 respondents said they received a HFSC within less than 1 week, with 90 saying they waited between 1-2 weeks and 69 respondents waited over two weeks.



Almost all the comments received from those receiving Home Fire Safety Checks praised the attitude, helpfulness and friendliness of the Community Safety Fitters.

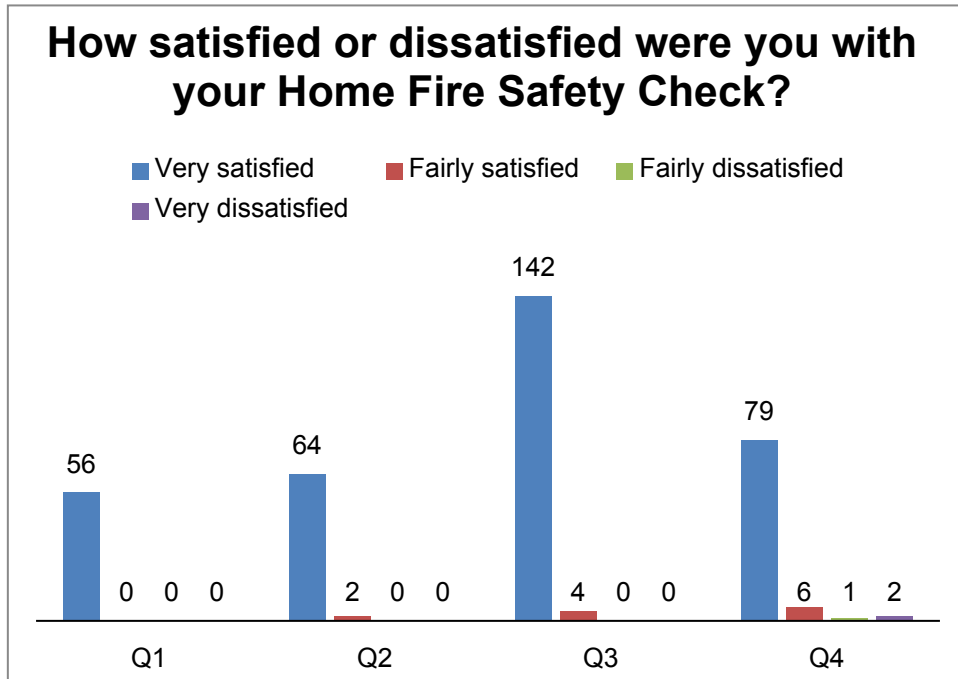
How easy was it to make the appointment?

Of the 350 who responded to this question 309 said that it was very easy or fairly easy to make the appointment while 39 of the remaining 41 said someone else had made the appointment for them. Only two said it was quite difficult to book the appointment.



Overall satisfaction with HFSC service

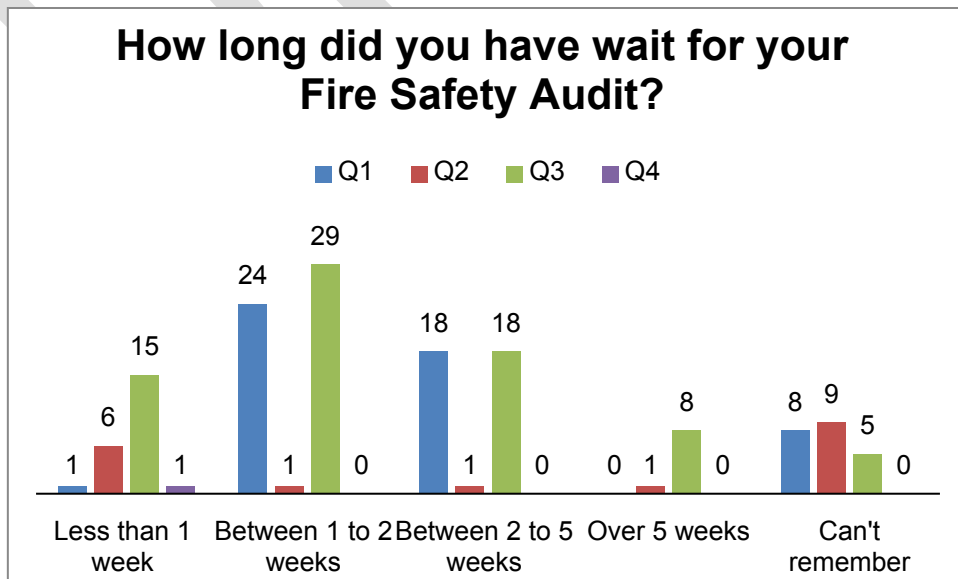
353 of 356 respondents said they were either very or fairly satisfied with the HFSC service.



Fire Safety Audit Surveys

A total of 193 Fire Safety Audit surveys were issued throughout the year with a return of 145 completed surveys.

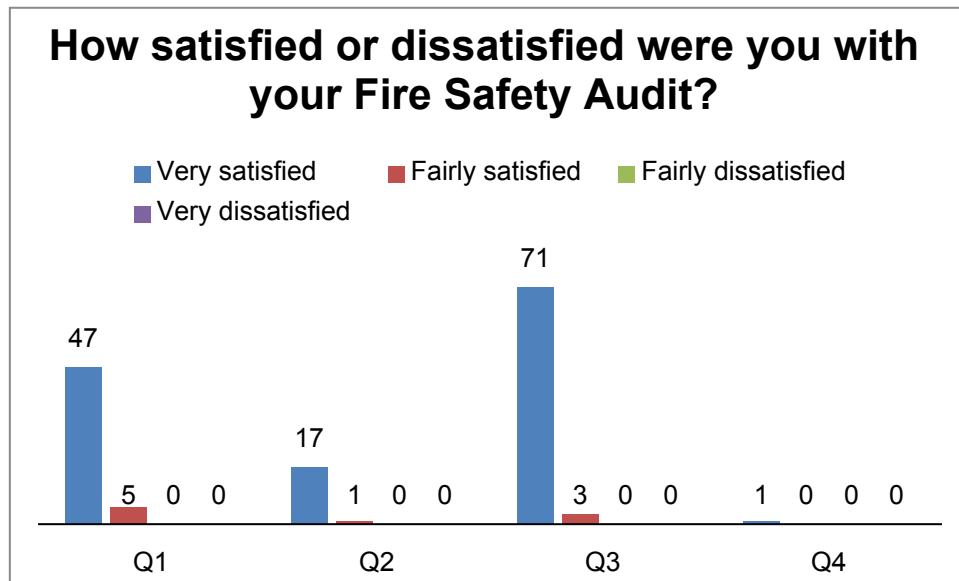
How long did you wait for your Fire Safety Audit?



122 of the 145 respondents stated they felt better equipped to deal with risk after the audit process and 123 thought the process was fair.

100 responders confirmed they had received a written report and stated they were either very or fairly satisfied with the contents.

145 responders said they were either very or fairly satisfied with the audit process.



Customer Satisfaction

Complaints

21 complaints were received during 2015/16.

Compliments

68 compliments were received during 2015/16.

Community Fire Safety House

Our Community Fire Safety House enables visitors to participate safely in realistic situations illustrating everyday hazards and learn how to prevent them. The house has many visitors throughout the year.

Typical range of visitors are Carers, Care Home Staff, Health Visitors, Children Centres, Cubs, Beavers, Brownies, Falcon Cubs, reflecting people of all ages from children aged 6 years to those aged 60 and above.

The majority of those visiting the house were female which reflect the fact that the most of people who are carers or who work in care homes are women, however this does highlight the need for the service to actively target men

Demographic data is not collected from evaluation forms of children under 18 who attended as part of their club, school or scout/cadet group.

Station Open Days

A popular approach that the Service has adopted are the station open day's where local communities come onto each fire station, take part in demonstrations, receive fire safety messages through a variety of interactive sessions such as 'dunking the firefighter, seeing the effects of putting water on a cooking fire, have a go firefighting sessions for children, road safety messages etc. These days continue to be popular with over 100 families turning up to each event.

Plans are in place to introduce evaluation forms for 2016, so that the Service can measure the interest of these events across all communities.

APPENDIX

Reporting Categories

Our reporting categories are defined as follows:

Age

Staff members were asked to place themselves into one of six age groups:

- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to say

Disability

Staff members were asked whether they consider themselves to be disabled under the definitions of the Equality Act 2010:

Section 6(1) of the Equality Act 2010 states that a person has a disability if:

- a) that person has a physical or mental impairment, and
- b) the impairment has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Staff members were asked to select one of the following:

- Yes – Limited a lot
- Yes – Limited a little
- No
- Prefer not to say

Gender

This is recorded as male or female.

Gender Reassignment

Staff members were asked whether they defined themselves as transgender.

Ethnicity

Staff members were asked to classify themselves on the basis of the Census 2011 categories of ethnicity:

White

- English/Welsh/Scottish/Irish/Northern Irish/British
- Gypsy/Irish Traveller

Mixed/Multiple Ethnic Groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed/multiple ethnic background

Asian/Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black/African/Caribbean/Black British

- African
- Caribbean
- Any other Black/African/Caribbean background

Other Ethnic Groups

- Arab
- Any other ethnic group
- Any other white background

Religion or Belief

Staff members were asked to classify themselves on the basis of the Census 2011 categories of religion or belief:

- No religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Any other religion
- Prefer not to say

Sexual Orientation

Staff members were given the options of:

- Heterosexual
- Gay woman/lesbian
- Gay man
- Bisexual
- Other
- Prefer not to say

Workforce Profile

Protected Characteristic	31/03/2016	31/03/2015	31/03/2014
Age			
16-24	1.7%	1.4%	1.9%
25-34	20.3%	24.2%	24.9%
35-44	30.4%	30.2%	30.3%
45-54	35.4%	34.1%	33.5%
55-64	11.9%	9.6%	8.5%
65+	0.5%	0.5%	0.8%
Disabled			
Disabled	2.6%	3.5%	3.7%
Non-disabled	84.6%	90.0%	89.7%
Not declared	12.9%	6.4%	6.6%
Gender			
Male	78.4%	78.0%	78.7%
Female	21.6%	22.0%	21.3%
Gender reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	6.3%	6.9%	7.1%
White	89.9%	89.0%	88.1%
Not declared	3.8%	4.1%	4.8%
Religion or belief			
Religion or belief	56.8%	50.0%	26.3%
No Religion or Belief	31.6%	30.1%	49.0%
Not declared	11.7%	19.9%	24.7%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	1.9%	1.7%	1.6%
Heterosexual	79.9%	78.4%	74.0%
Not declared	18.2%	19.9%	24.4%

15/16 n = 581

14/15 n = 592

13/14 n = 620

Workforce Profile by Pay Band

Protected Characteristic	Support: Apprentice - Grade 13	Support: Grade 14 - 18	Uniformed: Fire-fighter, Crew Manager & Watch Manager	Uniformed: Station Manager & Group Manager	Senior Management Tier	31/03/2016 BFRS Profile
Age						
16-24	0.0%	0.0%	2.4%	0.0%	0.0%	1.7%
25-34	14.6%	7.3%	24.5%	0.0%	0.0%	20.3%
35-44	12.5%	17.1%	37.1%	18.2%	0.0%	30.4%
45-54	34.4%	29.3%	33.3%	77.3%	10.0%	35.4%
55-64	35.4%	46.3%	2.7%	4.5%	60.0%	11.9%
65+	3.1%	0.0%	0.0%	0.0%	30.0%	0.5%
Not declared	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disability						
Disabled	7.3%	4.9%	0.7%	13.6%	0.0%	2.6%
Non-disabled	84.4%	90.2%	84.2%	77.3%	100.0%	84.6%
Not declared	8.3%	4.9%	15.0%	9.1%	0.0%	12.9%
Gender						
Male	33.3%	65.9%	90.0%	81.8%	70.0%	78.4%
Female	66.7%	34.1%	10.0%	18.2%	30.0%	21.6%
Not declared	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender reassignment						
Transgender or Transsexual	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Ethnicity						

Black and ethnic minority	11.5%	9.8%	4.9%	9.1%	0.0%	6.3%
White	87.5%	90.2%	90.5%	86.4%	100.0%	89.9%
Not declared	1.0%	0.0%	4.6%	4.5%	0.0%	3.8%
Religion or belief						
Religion or belief	63.5%	58.5%	43.2%	68.2%	90.0%	56.8%
No Religion or Belief	24.0%	31.7%	35.0%	13.6%	10.0%	31.6%
Not declared	12.5%	9.8%	21.8%	18.2%	0.0%	11.7%
Sexual Orientation						
Gay/Lesbian/Bisexual/Other	3.1%	0.0%	1.7%	0.0%	0.0%	8.2%
Heterosexual	81.3%	92.7%	77.4%	81.8%	100.0%	79.6%
Not declared	15.6%	7.3%	20.9%	18.2%	0.0%	12.2%

NB These figures are by permanent posts

n = 581

Job Applications – Support Staff

Protected Characteristic	31/03/2016 BRFS Support Workforce Profile	31/03/2016	31/03/2015	31/03/2014
Age				
16-24	1.7%	6.4%	3.0%	11.7%
25-34	20.3%	16.2%	22.8%	17.3%
35-44	30.4%	16.8%	20.8%	16.5%
45-54	35.4%	24.3%	27.7%	25.8%
55-64	11.9%	17.3%	12.9%	10.9%
65+	0.5%	1.2%	0.0%	0.0%
Not declared	0.0%	17.9%	12.9%	17.7%
Disability				
Disabled	2.6%	6.4%	2.0%	5.2%
Non-disabled	84.6%	68.2%	91.1%	79.8%
Not declared	12.9%	25.4%	6.9%	14.9%
Gender				
Male	78.4%	43.4%	39.6%	49.2%
Female	21.6%	40.5%	55.4%	40.3%
Not declared	0.0%	16.2%	5.0%	10.5%
Gender reassignment				
Transgender or Transsexual	0.0%	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%	100.0%
Ethnicity				
Black and ethnic minority	6.3%	20.2%	27.7%	19.8%
White	89.9%	61.8%	63.4%	64.9%
Not declared	3.8%	17.9%	8.9%	15.3%
Religion or belief				
Religion or belief	56.8%	57.2%	61.4%	53.6%
No Religion or Belief	31.6%	24.3%	27.7%	27.4%
Not declared	11.7%	18.5%	10.9%	19.0%
Sexual Orientation				
Gay/Lesbian/Bisexual/Other	1.9%	5.8%	12.9%	15.3%
Heterosexual	79.9%	77.5%	85.1%	77.4%
Not declared	18.2%	16.8%	2.0%	7.3%

15/16 n = 173

14/15 n = 101

13/14 n = 248

Job Applications – Uniformed Staff

Protected Characteristic	31/03/2016 BRFS Uniformed Workforce Profile	31/03/2016	31/03/2015	31/03/2014
Age				
16-24	1.7%		22.9%	6.8%
25-34	20.3%		47.9%	53.0%
35-44	30.4%		18.8%	28.8%
45-54	35.4%		8.3%	7.6%
55-64	11.9%		0.0%	0.0%
65+	0.5%		0.0%	0.0%
Not declared	0.0%		2.1%	3.8%
Disability				
Disabled	2.6%	1.1%	0%	0.8%
Non-disabled	84.6%	73.9%	97.9%	93.9%
Not declared	12.9%	25.3%	2.1%	5.3%
Gender				
Male	78.4%	51.7%	75.0%	94.7%
Female	21.6%	5.6%	25.0%	3.8%
Not declared	0.0%	24.7%	0.0%	1.5%
Gender reassignment				
Transgender or Transsexual	0.0%	0.1%	0.0%	0.0%
Not declared	100.0%	99.9%	100.0%	100.0%
Ethnicity				
Black and ethnic minority	6.3%	11.2%	89.6%	7.6%
White	89.9%	63.3%	8.3%	84.8%
Not declared	3.8%	25.5%	2.1%	7.6%
Religion or belief				
Religion or belief	56.8%	32.0%	33.3%	45.5%
No Religion or Belief	31.6%	40.4%	56.3%	45.5%
Not declared	11.7%	27.6%	10.4%	9.8%
Sexual Orientation				
Gay/Lesbian/Bisexual/Other	1.9%	4.5%	0.0%	2.3%
Heterosexual	79.9%	55.8%	95.8%	87.9%
Not declared	18.2%	28.7%	4.2%	9.8%

15/16 n = 806

14/15 n = 48

13/14 n = 132

Uniformed Staff are those who are Wholetime, Retained and Control

NB Age has been excluded from 15/16 because of inconsistency in the data.

Staff Starters

Protected Characteristic	31/03/2016	31/03/2015	31/03/2014
Age			
16-24	8.9%	12.2%	6.3%
25-34	37.8%	53.7%	45.8%
35-44	17.8%	19.5%	27%
45-54	20.0%	14.6%	14.6%
55-64	15.6%	0.0%	6.3%
65+	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Disability			
Disabled	0.0%	0.0%	2.1%
Non-disabled	93.9%	92.7%	95.8%
Not declared	6.7%	7.3%	2.1%
Gender			
Male	82.2%	80.5%	79.2%
Female	17.8%	19.5%	20.8%
Not declared	0.0%	0.0%	0.0%
Gender reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	6.7%	12.2%	14.6%
White	91.1%	87.8%	85.4%
Not declared	2.2%	0.0%	0.0%
Religion or belief			
Religion or belief	40.0%	43.9%	45.8%
No Religion or Belief	55.6%	41.5%	31.3%
Not declared	4.4%	14.6%	22.9%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	0.0%	2.4%	4.2%
Heterosexual	95.6%	83.0%	77.1%
Not declared	4.4%	14.6%	18.7%

15/16 n = 45

14/15 n = 41

13/14 n = 48

Staff Leavers

Protected Characteristic	31/03/2016	31/03/2015	31/03/2014
Age			
16-24	3.2%	5.3%	3.8%
25-34	22.6%	21.1%	18.9%
35-44	19.4%	17.5%	17.0%
45-54	33.9%	36.8%	35.8%
55-64	19.4%	14.0%	17.0%
65+	1.6%	5.3%	7.5%
Not declared	0.0%	0.0%	0.0%
Disability			
Disabled	6.5%	3.5%	5.7%
Non-disabled	85.5%	91.2%	79.2%
Not declared	8.1%	5.3%	15.1%
Gender			
Male	83.9%	80.7%	86.8%
Female	16.1%	19.3%	13.2%
Not declared	0.0%	0.0%	0.0%
Gender Reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	4.8%	12.3%	9.4%
White	87.1%	84.2%	81.1%
Not declared	8.1%	3.5%	9.4%
Religion or Belief			
Religion or belief	53.2%	50.9%	60.4%
No Religion or Belief	25.8%	24.6%	9.4%
Not declared	21.0%	24.6%	30.2%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	1.6%	1.8%	1.9%
Heterosexual	75.8%	78.9%	67.9%
Not declared	22.6%	19.3%	30.2%

15/16 n = 61

14/15 n = 57

13/14 n = 53

Promotions - All Staff

Protected Characteristic	31/03/2016	31/03/2015	31/03/2014
Age			
16-24	0.0%	0.0%	0.0%
25-34	12.5%	22.2%	33.3%
35-44	68.8%	33.3%	40.0%
45-54	18.8%	33.3%	26.7%
55-64	0.0%	11.1%	0.0%
65+	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Disability			
Disabled	6.3%	5.6%	0.0%
Non-disabled	81.3%	94.4%	73.3%
Not declared	12.5%	0.0%	26.7%
Gender			
Male	93.8%	77.8%	100.0%
Female	6.3%	22.2%	0.0%
Not declared	0.0%	0.0%	0.0%
Gender reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	6.3%	5.6%	13.3%
White	87.5%	94.4%	80.0%
Not declared	6.3%	0.0%	6.7%
Religion or belief			
Religion or belief	43.8%	66.7%	53.3%
No Religion or Belief	43.8%	22.2%	20.0%
Not declared	12.5%	11.1%	26.7%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	0.0%	5.6%	0.0%
Heterosexual	75.0%	83.3%	73.3%
Not declared	25.0%	11.1%	26.7%

15/16 n = 16

14/15 n = 17

13/14 n = 15

Crew Manager Promotion (WT and RTD) as at 31 March 2016

Protected Characteristic	WT/RTD FF Number	Within Process	Promoted
Promotion			
Fire Fighter to Crew Manager	287	116	10
Gender			
Male	94.1%	95.7%	90.0%
Female	5.9%	4.3%	10.0%
Not declared	0.0%	0.0%	0.0%
Ethnicity			
Black and ethnic minority	4.5%	5.2%	10.0%
White	89.9%	87.1%	80.0%
Not declared	4.5%	7.8%	10.0%

Watch Manager Promotion (WT and RTD) as at 31 March 2016

Protected Characteristic	WT/RTD CM Number	Within Process	Promoted
Promotion			
Crew Manager to Watch Manager	60	48	2
Gender			
Male	95.0%	93.8%	100.0%
Female	5.0%	6.2%	0.0%
Not declared	0.0%	0.0%	0.0%
Ethnicity			
Black and ethnic minority	3.3%	8.3%	0.0%
White	96.7%	91.7%	100.0%
Not declared	8.3%	0.0%	0.0%

Station Manager Promotion (WT and RTD) as at 31 March 2016

Protected Characteristic	WT/RTD Number eligible	Within Process	Promoted
Promotion			
Watch Manager to Station Manager	42	27	1
Gender			
Male	97.6%	96.3%	100.0%
Female	2.4%	3.7%	0.0%
Not declared	0.0%	0.0%	0.0%
Ethnicity			
Black and ethnic minority	4.8%	3.7%	0.0%
White	95.8%	96.3%	100.0%
Not declared	0.0%	0.0%	0.0%

Group Manager Promotion (WT and RTD) as at 31 March 2016

Protected Characteristic	WT/RTD SM Number	Within Process	Promoted
Promotion			
Station Manager to Group Manager	12	5	1
Gender			
Male	97.1%	100.0%	100.0%
Female	8.3%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Ethnicity			
Black and ethnic minority	8.3%	20.0%	0.0%
White	83.3%	80.0%	100.0%
Not declared	8.3%	0.0%	0.0%

Area Manager Promotion (WT and RTD) as at 31 March 2016

Protected Characteristic	WT/RTD GM Number	Within Process	Promoted
Promotion			
Group Manager to Area Manager	7	2	1
Gender			
Male	100.0%	100.0%	100.0%
Female	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Ethnicity			
Black and ethnic minority	0.0%	0.0%	0.0%
White	100.0%	100.0%	100.0%
Not declared	0.0%	0.0%	0.0%

Grievances

Protected Characteristic	31/03/2016	31/03/2015	31/03/2014
Age			
16-24	0.0%	0.0%	0.0%
25-34	0.0%	14.3%	0.0%
35-44	66.7%	28.5%	0.0%
45-54	33.3%	42.9%	100.0%
55-64	0.0%	14.3%	0.0%
65+	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Disability			
Disabled	0.0%	0.0%	0.0%
Non-disabled	100.0%	71.4%	100.0%
Not declared	0.0%	28.6%	0.0%
Gender			
Male	33.3%	71.4%	100.0%
Female	66.7%	28.6%	0.0%
Not declared	0.0%	0.0%	0.0%
Gender reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	0.0%	14.3%	0.0%
White	66.7%	57.1%	100.0%
Not declared	33.3%	28.6%	0.0%
Religion or belief			
Religion or belief	33.4%	28.6%	100.0%
No Religion or Belief	33.3%	42.9%	0.0%
Not declared	33.3%	28.6%	0.0%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	0.0%	0.0%	0.0%
Heterosexual	66.7%	71.4%	100.0%
Not declared	33.3%	28.6%	0.0%

15/16 n = 3 14/15 n = 7 13/14 n = 1

External Training – FRST 35s

Protected Characteristic	31/03/2016
Age	
16-24	0.3%
25-34	17.0%
35-44	32.2%
45-54	39.4%
55-64	11.0%
65+	0.0%
Not declared	0.0%
Disability	
Disabled	4.4%
Non-disabled	94.0%
Not declared	1.6%
Gender	
Male	78.5%
Female	21.5%
Not declared	0.0%
Gender reassignment	
Transgender or Transsexual	0.0%
Not declared	100.0%
Ethnicity	
Black and ethnic minority	9.8%
White	89.0%
Not declared	1.3%
Religion or belief	
Religion or belief	59.0%
No Religion or Belief	25.9%
Not declared	15.1%
Sexual Orientation	
Gay/Lesbian/Bisexual/Other	3.5%
Heterosexual	85.2%
Not declared	11.4%

n: 317

Community Safety Engagement

Protected Characteristic	31/03/2016
Age	
18-25	9.1%
26-30	19.7%
31-40	21.2%
41-50	15.1%
51-60	15.1%
60+	13.6%
Not declared	6.2%
Gender	
Male	15.1%
Female	80.3%
Not declared	4.6%
Ethnicity	
Black and Ethnic Minority	78.8%
White	21.2%
Not declared	0.0%

n: 66 Feedback forms received

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 9**

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: EQUALITY HANDBOOK

For further information on this Report contact: Robert Jones
Diversity Adviser
Tel No: 01234 845057

Background Papers: None

Implications (tick ✓):

LEGAL	✓	FINANCIAL	
HUMAN RESOURCES	✓	EQUALITY IMPACT	✓
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)
	New		CORE BRIEF

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To advise Members of the Equality Handbook prepared for Bedfordshire Fire and Rescue Service.

RECOMMENDATION:

That the submitted Equality Handbook be acknowledged.

1. Introduction

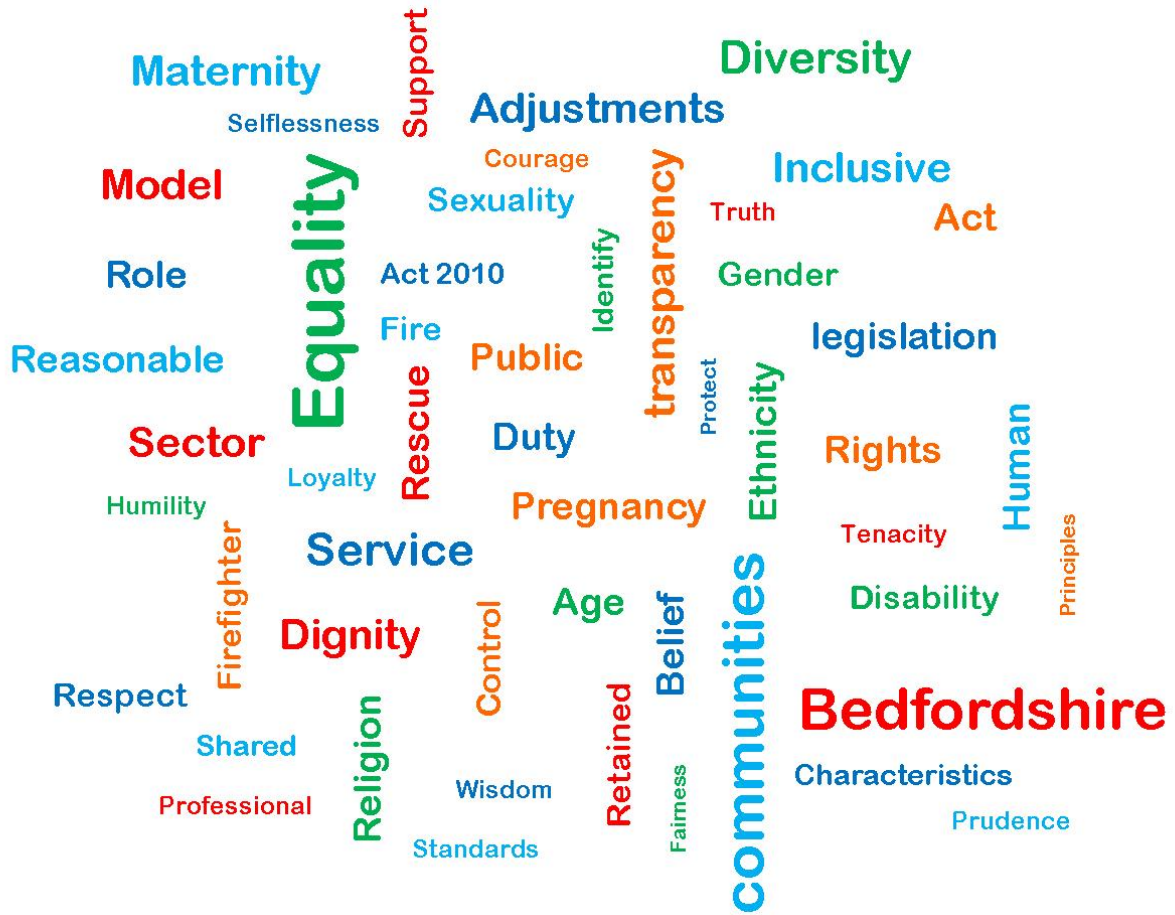
- 1.1 The equality handbook attached has been produced to ensure that all staff are aware of the importance of Equality and Diversity.
- 1.2 This document has been produced in house, it is available on-line, it is bespoke to Bedfordshire Fire and Rescue Service (BFRS) and can be easily updated.

- 1.3 The equality handbook has been condensed to 21 pages and includes:
- information about Bedfordshire
 - Why equality matters
 - Identifies risk issues
 - Outlines what as a Service we want to achieve
 - Outlines the professional standards of behaviour we expect from all staff
 - References BFRS equality related policies
 - Clarifies what is inappropriate behaviour and identifies how this behaviour should be challenged and
 - Sets out the legal requirements in relation to Equality Act, the Human Rights Act and has a quiz attached to test readers knowledge
- 1.4 The equality handbook is Service specific and replaces the Diversity workbook produced by Grass Roots.
- 1.5 The production of the equality handbook ensures that the service complies with equality legislation and can continue to inform staff as to the legal duties, values and expected standards of behaviour.

ROBERT JONES
DIVERSITY ADVISER



Bedfordshire Fire and Rescue Service



Foreword

Welcome to Bedfordshire Fire and Rescue Service (BFRS)

The Equality, Diversity and Human Rights Training (e-learning and face-to-face) you receive whilst working at BFRS, along with this handbook, should give you a far greater understanding of:

- the importance of equality, diversity and human rights;
- why equality and diversity work is relevant to Fire and Rescue Services;
- the types of behaviour which is unlawful; and
- what constitutes bullying, harassment, victimisation and discrimination.

It is the **responsibility of BFRS** to:

- have due regard to the need to eliminate discrimination;
- advance equality of opportunity; and to
- foster good relations between different groups of people.

It is the **responsibility of the Diversity Team** to:

- ensure that staff receive information and are suitably trained regarding equality and diversity;
- ensure the Service has information and systems to ensure compliance with equality and human rights legislation;
- monitor and report on compliance with our legal duties.

It is your **responsibility as an employee** to:

- act in accordance with equality and human rights legislation;
- help eliminate discrimination, harassment and victimisation; and
- conduct yourself at all times in ways which promote equality.

“Equality, diversity and human rights is not just about understanding issues. It is about treating people as unique individuals with dignity and respect and not imposing your views on anyone else”.

Diversity Advisor

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Vision and Mission Statement

To have a workforce (operational, support and non-uniformed roles) that is drawn from and better reflects the diversity of the Community we serve. A workforce that is strengthened by the range of knowledge, experiences and talents of a diverse workforce and one that welcomes respects and values the contribution of every individual equally.

Our Mission is to:

- create an inclusive culture that encourages and enables people throughout the community to join and remain with us;
- ensure there are no barriers to recruitment, selection, training, development and career progression;
- ensure that staff of all faiths and none, and women as well as men, are able to work in an environment that respects and values them;
- ensure that people are free from abuse, religious or sexual innuendos, homophobic or racist remarks or sly comments;
- ensure that people are seen for their abilities not defined by a disability;
- ensure that our policies take everyone into account and are implemented in an equal and fair way;
- ensure that our staff can be open about their sexuality and same sex relationships at work, if they so wish;
- ensure that the culture does not tolerate any form of intimidation, humiliation, harassment, bullying or abuse;
- break down barriers of discrimination and prejudice, misunderstanding or fear which could damage our operational effectiveness or our ability to drive down risk in the community we serve;
- engage with our communities in a way that we can provide an effective delivery of our services and functions.

Our policies make it clear that the Service **will not tolerate** any form of discrimination, harassment, bullying and or victimisation. Staff should conduct themselves, at all times, in a professional manner. Failure to do so, if proven, could lead to disciplinary action being taken.



BFRS has been awarded the status of being a Disability Confident Employer. This recognition was given as a result of our recruitment and employment practices.

Professional Standards of Behaviour

Introduction

All Public authorities, including Bedfordshire Fire and Rescue Service, are legally obliged to be proactive and promote equality of opportunity and eliminate discrimination for service users and staff, rather than waiting for individuals to complain. This goes beyond ticking boxes and means that you have a duty to behave appropriately and challenge others whose behaviors may not support the Service.

Bedfordshire Fire and Rescue Service have clearly defined values which are:

Humility – A humble view of one’s own importance, unpretentiousness and modesty;

Courage – A state of mind in which a person is able to face danger and fear with confidence and bravery;

Wisdom – The ability, developed through experience, insight and reflection, to discern truth and exercise good judgement;

Tenacity – persistent determination;

Prudence – The measured balance between complicated situations to provide sound judgements;

Selflessness – Not seeking self-interest;

Loyalty – A strong feeling of support or allegiance;

Truth – The accepted integrity of what is considered actual.

These values set the standards of behavior expected of all staff. The Service has set high standards for all staff demonstrating pride in the organisation and the service it provides.

These values and standards of behavior are to be displayed at all times whether at work, at official Service functions and when off duty.

The significance of these values and how each person conducts themselves has always been important to the Service. However, with the drive for increased community partnership, fire prevention, education and a variety of powerful and far reaching pieces of legislation, demonstrating the highest standards of behavior has never been more important.

About Bedfordshire



Bedfordshire as a whole comprises 3 unitary authority areas; Bedford Borough, Central Bedfordshire, and Luton Borough covering an area of 476.94 square miles.

Bedfordshire can proudly claim to be one of the most culturally diverse counties in the East of England, with over 60 different ethnic groups living within its boundaries.

Central Bedfordshire is a mainly rural location in the East of England. Much of the area has a suburban or

rural feel, with picturesque villages, beautiful hamlets and historic market towns. The largest towns are Leighton Linlade, Dunstable, Houghton Regis, Biggleswade, Flitwick and Sandy.

Bedford borough contains one large urban area that comprises Bedford and the adjacent town of Kempston, surrounded by a rural area with many villages. 75% of the borough's population live in the Bedford Urban Area and the five large villages that surround it, which makes up slightly less than 6% of the total land area of the Borough.

Bedford has one of the most ethnically diverse communities in the region and is home to people from an estimated 60 countries, including large Italian and Asian populations. According to 2011 Census data, 28.5% of the population is from a Black or Minority Ethnic Community (non-'White British'). Nearly two thirds of this population growth has arisen from migration from EU Accession countries, especially Poland and Lithuania.

Luton has a long history of migration into the area both from elsewhere in the UK and overseas. The population of Luton has 35% from a Black or Minority Ethnic background and 54% of school pupils from a Black or Minority Ethnic background.

There have been long-standing African, Caribbean, Bangladeshi, Indian, Irish and Pakistani communities in Luton as a result of international migration. The migration patterns became more complex when the University of Bedfordshire opened in mid-1990, which caused a rapid growth in the student population of the town. This growth has been sustained with the inclusion of overseas students. In the mid-2000's, the expansion of eastern Europe led to a significant increase in migration from eastern Europe, in particular Poland and Lithuania. There has also been in-migration from African Countries such as the Congo, Ghana, Nigeria, Somali and Zimbabwe. There is also a Turkish population in Luton.

Projected Growth

Initial estimates are that Bedford Borough's population will increase to approximately 174,700 by 2021, an increase of 7% from 2014. Longer term, the population of the Borough is expected to reach 198,700 by 2037. This would represent a 21% increase between 2014 and 2037.

Authority areas	2014	2021
Bedford Borough	163,924	174,700
Central Bedfordshire	269,076	287,300
Luton	210,962	231,000
Total	643,962	693,000

Within this expected growth, the older population will increase at a much higher rate.

The 65+ population for Bedford is forecast to rise by 67% from 2014-2021, and the 85+ population is forecast to increase by an astonishing level of 156% from 2014-2037. Source: Bedford Borough Council Population Estimates and Forecasts.

Bedfordshire has a growing and ageing population which is expected to increase in the number of people aged 65 and over by over 50% by the year 2021, from 35,900 to 55,000. An even higher rate of increase of almost 65% is projected for those aged over 75.

The population in Luton is growing, with the younger population much higher than the regional average; higher percentages are aged under 16 years and a much lower percentage above pension age.

Rates of Dementia

In Central Bedfordshire it is estimated that there are 3,010 people with dementia (*Dementia Prevalence Calculator, February 2015 dataset*). Of these 1,663 are predicted to have mild dementia, 980 moderate dementia, and 368 severe dementia. Every 3 days, 2 people are diagnosed with dementia via the memory assessment service in Central Bedfordshire. Overall, under the age of 75 dementia mainly affects males, whilst over the age of 75 females are most affected.

In Bedford the number of people with dementia is going to rise significantly with the aging population, estimated to increase by 16% between 2010 and 2016 in Bedford Borough. Today we estimate 1,670 people are living with dementia and 722 people develop dementia each year within the Bedford Borough. Not everybody with dementia is properly diagnosed or known to services. In fact we estimate that only 37% of people with dementia in the Borough are known to service providers.

In Luton it is estimated that there are almost 1,600 individuals living with dementia, this is forecast to rise by 51% by 2025.

Poverty

Bedfordshire has some of the highest concentrations of poverty in the country directly alongside areas of affluence. In spring 2012, 15.1% of households in Bedford Borough were found to be fuel poor. The most deprived areas in Central Bedfordshire are in parts of Houghton Regis, Dunstable, Leighton-Linslade, Flitwick and Sandy, where poverty amongst older people is a particular issue.

Three wards in Luton are in the top 10% of deprived wards in the country (*as defined in the Index of Multiple Deprivation*). The proportion of the working population claiming benefits is 1.4 times higher than that for the East of England.

There are 39,000 young people under the age of 20 in Bedford Borough. 1 in 5 of these young people aged 0-15 live in families that are officially classified as living in poverty. In some local areas this rises to 2 out of every 3 young people. Just over a quarter of children in Central Bedfordshire live in low income families, rising to almost half in parts of Houghton Regis and Dunstable. There are approximately 525 families in Luton having serious problems, including unemployment, family poverty and child absence from school. 28.4% (approximately 14,650) of Luton children live in poverty.

Health and Life Expectancy Rates

Life expectancy is rising for both men and women overall but there are inequalities within the county. In the most deprived areas life expectancy is considerably lower than in the least deprived areas.

It is estimated that nearly a quarter of all adults in Bedford Borough are obese, which is equivalent to over 27,000 adults. Almost 1 in 10 children aged 4-5 years is obese, rising to 1 in 5 of those aged 10-11 years. This means that over 4,500 children in Bedford Borough are obese.

In Central Bedfordshire it is estimated that 49,000 adults (25%) are obese of whom it is estimated 9,000 have high blood pressure, 4,000 have cardiovascular disease and 3,000 have diabetes as a direct result of their weight. 1 in 5 children in the most deprived areas are obese by the time they reach the age of 11.

In the rest of Central Bedfordshire 1 in 7 children are obese by the age of 11. Only 11% of adults in Central Bedfordshire are physically active enough to benefit their health. Obesity in Year R (reception ages 4-5 years), children in Luton (at 11.2%) is significantly higher than the England average (9.4%) and is higher than its statistical neighbour's average of 11.0%; Obesity in Year 6 children in Luton (21.9%) is significantly higher than the England average (19.0 %) and in line with statistical neighbours.

It is estimated that by 2020, 1 in 3 people will be living with physical, sensory or learning impairment. People with such impairments can often find themselves socially excluded by society's attitude to their disability.

Why Equality Matters



An operational statistics bulletin 2015-2016 from The Home Office reported that Fire and Rescue Services across England employ 34,400 full-time equivalent firefighters;

Only 5% of firefighters were women and, of those who stated an ethnicity, only 3.8% from a Black or Minority Ethnic background.

- Nearly 1 in 5 lesbian and gay employees has experienced homophobic bullying in the workplace during the last 5 years;
- Fire and rescue service staff and volunteers are more likely to experience a mental health problem than the general workforce;
- Women in the UK earn 21.4% less than men;
- 1 in 5 mothers (20%) said they experience harassment or negative comments related to pregnancy or flexible working from their employer/colleagues;
- Many people with disabilities are not visible in society and are prevented from participating in their communities and families;
- More than 50% of women and nearly 10% of men have experienced some form of sexual harassment at work;
- 7 out of 10 economically active disabled people of working age will have become disabled during their working life;
- Unemployment rates are significantly higher for ethnic minorities at 12.9% compared with 6.3% for white people;
- Significantly lower percentages of ethnic minorities (8.8%) work as managers, directors and senior officials, compared with white people (10.7%) This is particularly true for African/Caribbean/ Black people (5.7%) and those of mixed ethnicity (7.2%);
- Pakistani/Bangladeshi and Black adults are more likely to live in substandard and overcrowded accommodation than white people;
- Two thirds of people with dementia live in the community whilst one third live in a care home.

Did You Know That?

- Black and Minority Ethnic Groups have higher odds of not owning a working smoke alarm; with Asian households the least likely to do so;
- Households from multi-ethnic communities and low income areas are more likely to have suffered a fire in the previous 12 months; In fact, evidence shows that multi deprivation is a key factor in the increased risk of fire;
- People from Black or Minority Ethnic Groups are more likely to experience poor and over-crowded housing, low incomes, ill-health and disability;
- Together with low ownership of smoke alarms, other factors affecting risks for Black and minority ethnic communities are low fire safety awareness and high rates of smoking in some ethnic minority communities;
- Over two-thirds of independently-owned local shops belong to people from Minority Ethnic Groups;
- The number of obese people rescued by firefighters because they are too large to move themselves has risen by over a third in three years. In some cases fire brigades were forced to remove windows, walls and banisters as they rescued more than 900 overweight people in the last year (2015) an average of more than two a day across Britain;
- People with memory loss or dementia are likely to be involved in accidental dwelling fire confined to one room or more than one room. Fire fatalities amongst this group are often linked to smoking and cooking;
- 15 – 19 year olds experience almost double the risk of death from Road Traffic Accidents in comparison to the general population. For males in the age group the risk is higher still;
- There is a significant and notable disparity between the deaths caused by Road Traffic Accidents between men and women, with men being over three times more likely to die from a Road Traffic Accident;
- Statistics show that most people who die in an accidental house fire are aged 65 years and over, while those aged 80 or over are 10 times more likely to die in a fire than those aged 30.

The Business Case



The business case for diversity is sound, just and compelling.

It drives our objective to be a fair and inclusive employer that makes the best use of talent.

Improves recruitment and retention

We need to be an exemplary employer that is truly inclusive in thought, word and action, thus strengthening our position. Embracing diversity will help us to tap in to the whole of society and retain the people we need.

Increases creativity and innovation

Diversity increases innovation and flexibility by capitalising on different experience and knowledge. Employees who feel supported by their organisation are more likely to be innovative

Supports operational activities

We operate in multilingual and multicultural environments alongside a multitude of diverse peoples. Our success will be improved by being able to understand and respond to different types of situations and people.

Achieving cost savings

Embedding a culture that embraces diversity can be a significant investment, but it does generate cost savings through improved retention, lower absenteeism and fewer complaints and tribunal costs.

Upholds our reputation

Unfair or discriminatory behaviour marginalises elements of our workforce, damages our reputation and undermines our corporate responsibility as a public body to do, and be seen to do, the right thing. As our Service becomes more diverse, our corporate image will change in perception of the Service by the community – further enhancing our public image and be associated with a wider force for good.

How You Can Make a Difference

“The challenges for professionals working in a diverse community are to make sure there is effective, respectful, two-way communication and that services are delivered in culturally appropriate and acceptable ways. This may mean using empathy or cultural knowledge to work out why people are behaving as they are. That in turn may mean questioning our own assumptions about different faiths and communities”

At BFRS we expect every one of our workforce, whether operational or support staff, to fulfil their personal responsibilities. We value the diverse experience that others can contribute to our organisational effectiveness.

We will ensure that no one will harass, bully, abuse, alarm or distress others and that they take action to prevent or address such behaviour by others.

We all have a duty to respect the feelings and sensitivities of others and to behave in a way which does not cause offence. This is true whether we are at work or out in the community. Being sensitive to the needs of others means that we need to be careful that we use language in ways which help people feel included in the communication process and not excluded.

The sort of humour or comments that may once have been described as ‘drill or watch banter’ and acceptable to many people often are no longer. The fact that they were commonly used and accepted in the past does not necessarily mean they were appreciated by those on the receiving end. The language and humour you use does not offend or embarrass anyone or reinforce negative or discriminatory stereotypes.

Religion is not the same as ethnicity and you cannot make assumptions about which religion a person might follow, if indeed they have a religion, from their racial background.

Language – it is important to consider whether support is needed to facilitate two-way communication in English and to consult with the individual before asking someone to interpret for you.

Please report any discrimination, harassment or victimisation that you may come across to your line manager or the Diversity Advisor. Do not allow yourself to be dragged into any negative culture or practice.

Examples of Good Practice

Because women and men from Black and Minority Ethnic Communities are under-represented as Firefighters across the Service, Bedfordshire Fire and Rescue Service has introduced a number of Positive Action measures aimed at recruiting Firefighters from these groups which include;

- targeted recruitment aimed at women and BME communities;
- developing a Positive Action list of people who are interested in the role of firefighter;
- producing recruitment material which reflects under-represented groups;
- raising career opportunities for women and BME communities at Schools, colleges and career fairs.

It is important to note that unlike Positive Discrimination which is illegal, Positive Action has been identified within the Equalities Act 2010 as a legitimate approach to address inequalities across the workforce.

Other good practice examples:

- Partnership working with equality and community groups to deliver Home Fire Safety Talks;
- Unconscious Bias Training
- Work with health/disability groups to target Fire Safety Advice for people with learning disabilities;
- Targeted support and education programmes for young people to prevent deaths and serious injuries in Road Traffic Incidents;
- Partnership working with Health Boards to share data;
- Joint work with Police on tackling Hate Crime and Mate Crime;
- Fire Safety Guidance for people affected by dementia and their carers/families;
- Firefighters trained to become 'Health Champions' using their contacts with residents to promote healthy messages, give advice and signpost people to help;
- Firefighting Fit and Healthy Programme offers overweight children aged between 13 and 17 access to weekly healthy lifestyle sessions based around what firefighters do in their day-to-day jobs.

Human Rights



“Human rights are the basic rights and freedoms that belong to every person in the world, from birth until death. They apply regardless of where you are from, what you believe or how you choose to live your life”.

Basic rights are based on values like dignity, fairness, equality, respect and independence. But human rights are not just abstract concepts – they are defined and protected by law.

Human rights are relevant to all of us, not just those who face repression or mistreatment. They protect you in many areas of your day-to-day life for example:

- your right to a private and family life as well as expressing your opinions; and
- your right not to be mistreated or wrongly punished by the state.

What rights are protected?

There are 16 basic rights protected by the Human Rights Act. As you would expect they concern issues such as life, liberty and freedom from slavery and inhumane treatment. They also cover rights that apply to everyday life, such as what we can say and do, our beliefs and the right to marry and raise a family etc.

Human rights in the workplace

Many of the principles of the Human Rights Act are designed to protect you as a worker within the workplace.

For example, you have the right to a private and family life. So an employer who discriminates against a gay worker, for example, may be violating that worker's right to a private life.

Your employer has the right to monitor communications within the workplace as long as you're aware of the monitoring before it takes place. Monitoring can cover:

- emails;
- internet access;

- telephone calls;
- data;
- images.

You have the right to see any information held about you, like emails or CCTV footage.

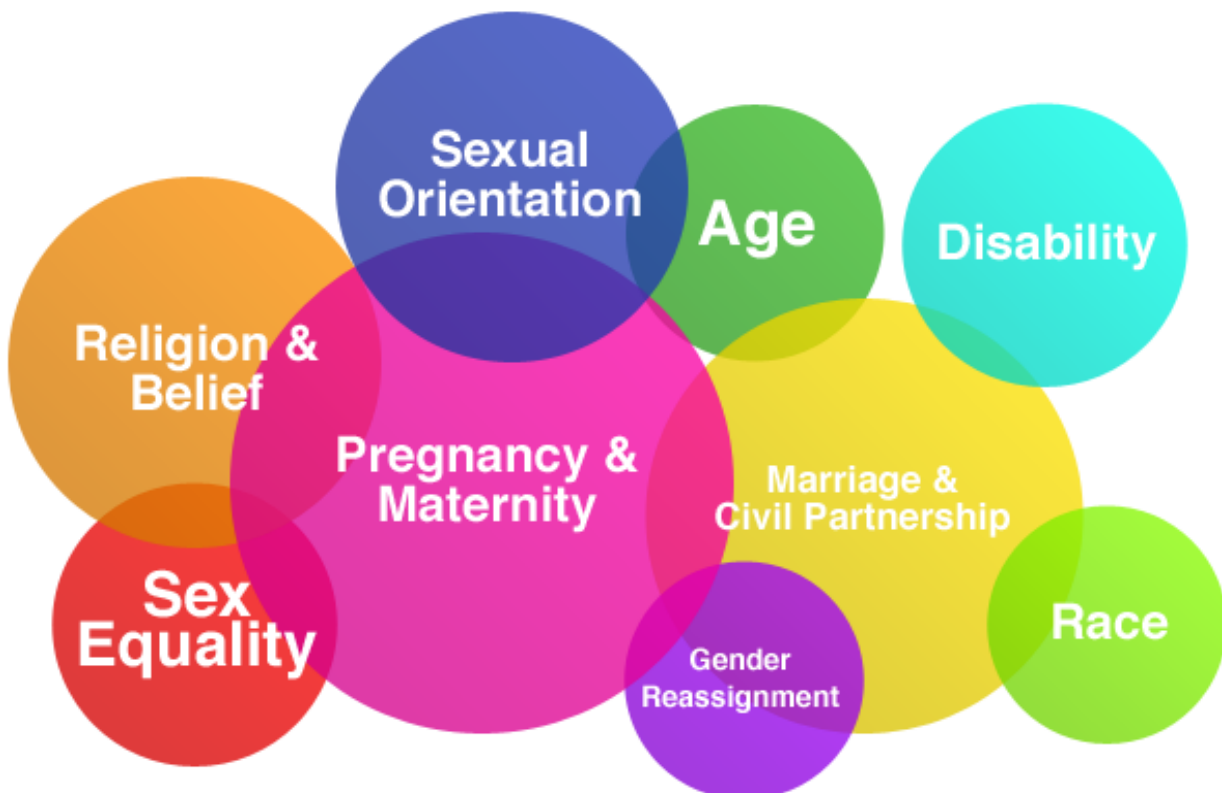
Your right to a private life means you have the right to some privacy in the workplace. You can't be monitored everywhere. If your employer doesn't respect this, they'll be breaching Human Rights Law (as well as United Kingdom Law).

What the Law Says

The Equality Act became law in 2010. It covers everyone in Britain and protects people from discrimination, harassment and/or victimisation.

Who is protected by the Equality Act?

Everyone in Britain is protected. This is because the Act protects people against discrimination because of the protected characteristics that we all have. Under the Act, there are 9 protected characteristics:



Situations in which you are protected from discrimination

Under the Equality Act you are protected from discrimination when you:

- are in the workplace;
- use public services like health care (e.g. visiting your GP or local hospital) or education (e.g. your school or college);
- use businesses and other organisations that provide services and goods (like shops, restaurants, and cinemas);
- use transport;
- join a club or association (e.g. your local tennis club); and
- have contact with public bodies like your local council or government departments.

Main Types of Discrimination

Direct discrimination

This means treating one person worse than another person because of a protected characteristic. For example a promotion comes up at work. The employer believes that people's memories get worse as they get older, so doesn't tell one of his older employees about the promotion because he thinks the employee wouldn't be able to do the job.

Indirect discrimination

This can happen when an organisation puts a rule or a policy or method of doing things in place which has a worse impact on someone with a protected characteristic than someone without one. For example a local authority is planning to redevelop some of its housing. It decides to hold consultation events in the evening. Many of the female residents complain that they cannot attend these meetings because of childcare responsibilities.

Associative discrimination

This already applies to Race, Religion or Belief and Sexual Orientation. It is now extended to cover Age, Disability, Gender Reassignment and Sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perceptive discrimination

This already applies to Age, Race, Religion or Belief and Sexual Orientation. It is now extended to cover Disability, Gender Reassignment and Sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess the characteristic.

Harassment

This means people cannot treat you in a way that violates your dignity or creates a hostile, degrading, humiliating or offensive environment. For example a man with Downs Syndrome is visiting a pub with friends. The bar staff make derogatory and offensive comments about him, which upset and offend him.

Victimisation

This means people cannot treat you unfairly if you are taking action under the Equality Act (like making a complaint of discrimination) or if you are supporting someone else who is doing so. For example, an employee makes a complaint of sexual harassment at work and is dismissed as a consequence.

Discrimination based on age

The Equality Act 2010 says that you must not be discriminated against because; you are (or are not) a certain age or in a certain age group, someone thinks you are (or are not) a specific age or age group or you are connected to someone of a specific age or age group.

Discrimination based on disability

The Equality Act 2010 says that you must not be discriminated against because; you have a disability, someone thinks you have a particular disability or you are connected to someone with a disability.

In the Equality Act a disability means a physical or a mental condition which has a substantial and long-term impact on your ability to do normal day-to-day activities.

You are also covered by the Act if you have a progressive condition like HIV, cancer and multiple sclerosis, even if you are currently able to carry out normal day-to-day activities. You are protected as soon as you are diagnosed with a progressive condition.

You are also covered by the Act if you had a disability in the past. For example:

- If you had a mental health condition in the past which lasted for over 12 months but you have now recovered, you are still protected from discrimination because of that disability.

Under the Act employers and organisations have a responsibility to make sure that people with a disability can access jobs, education and services as easily as able-bodied people. This is known as the 'duty to make reasonable adjustments'.

People with a disability can experience discrimination if the employer or organisation doesn't make a reasonable adjustment. This is known as a 'failure to make reasonable adjustments'. For example:

- An employee with a mobility impairment needs a parking space close to the office. However, her employer only gives parking spaces to senior managers and refuses to give her a designated parking space.

What is reasonable depends on a number of factors including the size of the organisation making the adjustment. If an organisation already has a number of parking spaces it would be reasonable for them to designate one close to the entrance for the employee.

Discrimination based on gender reassignment

The Equality Act 2010 says that you must not be discriminated against because you are transsexual - that is your gender identity differs from the gender assigned to you at birth.

For example a person who was born female decides to spend the rest of his life as a man.

In the Equality Act it is known as gender reassignment. All transsexual people share the common characteristic of gender reassignment.

To be protected from gender reassignment discrimination, you do not need to have undergone any specific treatment or surgery to change from your birth sex to your preferred gender. This is because changing your physiological or other gender attributes is a personal process rather than a medical one. You can be at any stage in the transition process – from proposing to reassign your gender to undergoing or completing a process to reassign your gender.

The Equality Act says that you must not be discriminated against because:

- of your gender reassignment as a transsexual. You may prefer the description transgender person or trans male or female. A wide range of people are included in the terms 'trans' or 'transgender' but you are not protected as transgender unless you propose to change your gender or have done so. For example, a group of men on a stag do who put on fancy dress as women are turned away from a restaurant. They are not transsexual so not protected from discrimination;
- someone thinks you are transsexual, for example because you occasionally cross-dress or are gender variant. This is known as discrimination by perception;
- you are connected to a transsexual person, or someone wrongly thought to be transsexual. This is known as discrimination by association.

Inter-sex people are not explicitly protected from discrimination by the Act but you must not be discriminated against because of your gender or perceived gender.

Discrimination based on marriage/civil partnership

The Equality Act says you must not be discriminated against in employment because you are married or in a civil partnership.

Marriage can either be between a man and a woman or between partners of the same sex. Civil partnership is between partners of the same sex.

Discrimination based on race

The Equality Act 2010 says you must not be discriminated against because of your race.

Race can mean your colour or your nationality (including your citizenship). It can also mean your ethnic or national origins, which may not be the same as your current nationality. For example, you may have Chinese national origins and be living in Britain with a British passport.

Race also covers ethnic and racial groups. This means a group of people who all share the same protected characteristic of ethnicity or race.

A racial group can be made up of two or more distinct racial groups, for example Black Britons, British Asians, British Sikhs, British Jews, Romany Gypsies and Irish Travellers.

You may be discriminated against because of one or more aspects of your race. For example people born in Britain to Jamaican parents could be discriminated against because they are British citizens or because of their Jamaican national origins.

Discrimination based on religion or belief

The Equality Act 2010 says you must not be discriminated against because; you are (or are not) of a particular religion, you hold (or do not hold) a particular philosophical belief someone thinks you are of a particular religion or hold a particular belief or you are connected to someone who has a religion or belief. This is known as discrimination by association.

Religion or belief can mean any religion, for example an organised religion like Christianity, Judaism, Islam or Buddhism or a smaller religion like Rastafarianism or Paganism, as long as it has a clear structure and belief system. The Act also covers non-belief or a lack of religion or belief.

Discrimination based on gender

This is when you are treated differently because of your gender, whether you are male or female. The treatment could be a one-off action or as a result of a rule or policy based on gender. It doesn't have to be intentional to be unlawful.

There are some circumstances when being treated differently due to gender is lawful for example a religious organisation can sometimes restrict employment to one gender if the role is for religious purposes. For example, an orthodox synagogue can require its rabbi to be a man.

Discrimination based on sexual orientation

The Equality Act 2010 says you must not be discriminated against because you are heterosexual, gay, lesbian or bisexual, someone thinks you have a particular sexual orientation or you are connected to someone who has a particular sexual orientation.

In the Equality Act sexual orientation includes how you choose to express your sexual orientation, such as through your appearance or the places you visit.

Discrimination based on pregnancy/maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Unconscious Bias



Our brains are hard-wired to make intuitive decisions about other people.

We use visual, verbal and behavioural clues to categorise others, for instance by age, gender, ethnicity or social background.

So we go through life making unconscious judgements that affect our attitudes and behaviours towards other people.

This means that we favour people who are like us. That is looks like us, sounds like us and behaves like us. We tend to ignore faults of people we like and notice more of the faults of people from groups we don't like; we interpret what people 'we like' say more positively and actively listen to them more intently.

At work this bias has an impact on recruitment; promotion and those we give opportunities too.

It is important therefore that we are **mindful** of how easy it is too fast think your way into making positive / negative judgements about others.

Learn to mistrust your first impressions

Be curious: actively seek out and value different perspectives and ideas

Treat people as individuals: get to know them on multiple levels

Reduce the effects of bias through mindful work allocation, feedback and sponsorship

Challenge negative assumptions and cultural stereotypes

Harassment, Bullying, Victimisation and Inappropriate Behaviour

Harassment is unwanted conduct which has the purpose or effect of either violating the recipient's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

Harassment is defined not by the intention of the perpetrator but by the negative impact on the recipient. This means that a defence based on the denial of harassment by saying it was unintentional or that it was intended in a humorous way, or that the alleged perpetrator was not aware that the recipient was of a minority group, etc. is not acceptable.

Bullying can be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Examples may include:

- Shouting or swearing at an individual;
- Persistent, excessive, unfair or unjustified criticism;
- Public humiliation and/or insults;
- Setting someone up to fail e.g. setting a target that cannot be achieved;
- Intimidation or threatening behaviour;
- Being threatened with demotion;
- Removing areas of responsibility;
- Ignoring or excluding an individual;
- Refusal of reasonable requests ;
- Blocking a person's promotion.

Victimisation is a form of harassment and constitutes treating someone less favourably than others because they have or are believed to have reported bullying or harassment or supported someone in making a complaint.

Inappropriate behaviour which would be considered unacceptable at BFRS includes (but is not limited to) the following:

- Aggressive or abusive behaviour such as threatening gestures or actual violence or assault;
- Verbal abuse (for example, yelling, screaming, abusive or offensive language);
- Unsafe work practices or behavior which may harm the staff member or others;

- Unwelcome physical contact including that of a sexual, intimate or threatening nature;
- Teasing, name calling or ridicule or making someone the brunt of pranks or practical jokes;
- Withholding approval for or denial of requests maliciously, discriminatorily, unfairly or without basis;
- Excluding or isolating individuals;
- Undermining performance, reputation or professionalism of others by deliberately withholding information, resources or authorisation or supplying incorrect information;
- Malicious or mischievous gossip or complaint;
- Abusive or harassing notes, emails, telephone calls, text messages;
- Belittling opinions or unreasonable and unconstructive criticism;
- Viewing or displaying inappropriate images or pornography.

How to challenge inappropriate behaviour or language

In order to provide a quality service to the highest possible standard, the organisation relies on individuals to do the right thing. However, there may be occasions when others allow their behaviour to fall below the desired standard. It is to challenge these individuals and on occasions the informal culture that exists that is vital if the Service is to maintain its excellent reputation with the public.

There are steps you can take:

Step one: Inappropriate behaviour

Confront the **ISSUE**

Remember never to stray from the actual issue. This is vitally important when challenging inappropriate language or behaviour.

Step two: State the effect of the issue

State the effect or impact the comment or behaviour has had either on you as a person or on behalf of the organisation.

Step three: Explain what you want to happen

Clarify what you want to happen, this may be as simple as stating that comment is never to be used again.

This three-step assertion method is a very effective way of confronting someone assertively because of its 'non-blaming' description of behaviour, stating the actual effect and clarification of what is to happen next.

When and where to challenge

This is the most common concern expressed by staff. The 'rule' to apply is if the person makes the inappropriate comment or behaviour in public then you should challenge it and deal with it in public. This re-enforces not only your commitment to fair management but also sends out the message the Bedfordshire Fire and Rescue service will not tolerate inappropriate behaviour. However, if the information comes to you privately then deal with the issue privately. The circumstances of personal or welfare issues should of course always be dealt with in confidence.

Equality Related Policies

V0136:	Comprehensive Equality Policy Statement
V100604:	Code of Conduct – All employees
V100607:	Protected Reporting (Whistleblowing) Policy and Procedure
V240801:	Safeguarding Policy
V101601:	Bullying and Harassment Policy and Procedure
V101602:	Manager's Guide to Bullying and Harassment
V100601:	Grievance Policy and Procedure
V10060101:	Grievance Procedure Guide for Managers
V101801:	Disciplinary Policy and Procedure
V101802:	Disciplinary Guide for Managers
V101803:	Disciplinary Guide for Employees
V10 1804:	Disciplinary Guide for the Contact Person

Other Resources

Working with Diverse Communities Handbook

Ramadan Handbook

Fire & Rescue Phrase Book

Knowing Our Communities Handbook

(These books are available on-line from the Equality Site of SharePoint or from the Diversity Team)

Test Your Knowledge

1. Approximately how many people lived in Bedfordshire in 2014?
A. 620,000 B. 500,000 C. 360,000
2. What is the most widely spoken ethnic minority language spoken across Bedfordshire?
A. Italian B. Polish C. Bengali D. Punjabi
3. Approximately how many languages are recorded as being spoken across Bedfordshire?
A. 120 B. 320 C. 220
4. Fire and Rescue Services employs 44,000 full time equivalent staff how many are women?
A. 1.5% B. 12.6% C. 4.7% D. 9.3%
5. How many people in the UK will have Dementia in 2020?
A. 250,000 B. 500,000 C. 750,000 D. 1 Million
6. How many adults across Bedfordshire are said to be obese?
A. 25,000 B. 39,000 C. 49,000 D. 55,000

7. How many people are estimated to have a physical, sensory or learning impairment by 2020?

- A. 1 in 6 B. 1 in 10 C. 1 in 20 D. 1 in 3

8. Are young people protected under the 2010 Equality Act

- A. Yes B. No

9. How many people will have a mental health condition during their life?

- A. 1 in 4 B. 1 in 10 C. 1 in 6 D. 1 in 12

External Organisations for Additional Support

Asian Fire Service Association

www.afsa.co.uk

Fire Brigades Union Black and Ethnic Minority Members

www.fbu.org.uk/black-and-ethnic-minority-members

Fire Brigades Union LGBT

www.fbu.org.uk/lgbt

LGBT Consortium

www.lgbtconsortium.org.uk

LGBT Consortium

PO Box 934

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TA1 9LU

Telephone: 020 7064 6500

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Fire Brigades Union Women

www.fbu.org.uk/women

Women in the Fire Service UK

www.nwfs.net

Telephone: 01366 381237

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For information, advice, training or support contact

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Quiz Answers

1.A, 2.B, 3.A, 4.C, 5.D, 6.C, 7.D, 8.A, 9.A.

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 10

REPORT AUTHOR: HEAD OF SAFETY AND STRATEGIC PROJECTS

SUBJECT: CORPORATE RISK REGISTER

For further information on this Report contact: Service Operational Commander Tony Rogers
Head of Safety and Strategic Projects
Tel No: 01234 845163

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New			

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider the Service's Corporate Risk Register in relation to Human Resources and Organisational Development.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Human Resources Policy and Challenge Group.

1. Introduction

- 1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Human Resources Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Human Resources Policy and Challenge Group are attached for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register: All risks that are reported to the Human Resources Policy and Challenge Group have been reviewed and there are no risk rating changes to report to Members.

2.3 Updates to individual risks in the Corporate Risk Register:

- **CRR25: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to - Incident Command - Use of Breathing Apparatus - Compartment Fire Behaviour - Water Related Incidents - High-Rise incidents - Work at Height then there is the potential to cause significant injury or even deaths to our staff:**

Nineteen new firefighters have recently completed a Skills For Justice accredited Foundation course with the Fire Service College and have been posted to fire stations across the county to undertake further skills and knowledge acquisition through a development programme. Improvement in the use of PDRPro to support operational training recording and performance monitoring continues. Entries are made by Service Training Instructors on completion of course delivery; enabling any development needs to be recorded for action by line managers enabling for improved monitoring of attendance levels and individual development requirements. Further developments in the design of PDRPro have been authorised to enhance the audit and review capabilities for assessment activity and will enable line managers and Training and Development Centre staff to run effective and timely audits ensuring that the quality and quantity of assessment against the required activities are met and maintained.

- **CRR40: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term:**

Regular updates on predicted operational staff turnover are provided to the Corporate Management Team (CMT) by the Head of Human Resources. Succession planning is continually monitored which informs the requirements for assessment centres, interview panels and promotions. Functional Heads have met to consider a four year recruitment profile to assist with staff planning and budget setting requirements. The Service has taken the opportunity to advertise, recruit and select from other Fire and Rescue Services for operational vacancies, which provides a blended approach to maintaining establishment levels and ensures maintenance of experience and skills whilst also ensuring new talent is attracted from our local communities.

**SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS**

Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations/Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: ? reduce the likelihood of a disruption ? shorten the period of a disruption if it occurs ? limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc)
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 11

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: REVIEW OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP EFFECTIVENESS 2016/17

For further information on this Report contact: Jackie Green
Information Support Officer
Tel: 01234 845149

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To review the effectiveness of the Human Resources Policy and Challenge Group during 2016.

RECOMMENDATIONS:

That:

1. Members consider the effectiveness of the Human Resources Policy and Challenge Group (HRPCG); and comment on whether:
 - i. HRPCG have been effective and discharged their responsibility in regard to their terms of reference (HRPCG Terms of Reference are attached as an Appendix);
 - ii. There are any areas of their terms of reference which have not been considered and should be addressed; and
 - iii. There is any Training and Development would assist them with the areas of the work of HRPCG.

- iv. The recorded Minutes of the meeting will be fed into the facilitated meeting to be held on 17 January 2017 to review the Fire Authority's Effectiveness in 2016/17.
-

1. Introduction

The Fire Authority publishes an Annual Review of its Effectiveness and Record of Member Attendance. This Review and a resultant Action Plan are included in the Fire Authority's Annual Governance Statement, which forms part of the Statement of Accounts.

2. 2016/17 Review of the Fire Authority Effectiveness

On 7 September 2016, the Audit and Standards Committee considered proposals for a review of the Fire Authority's effectiveness in 2016/17 and agreed that the Policy and Challenge Groups and Committees review their effectiveness by considering three overarching questions:

- i. Does the Group/Committee consider they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?
- ii. Considering the Group's/committee's terms of reference are there any areas that have not been considered and should be addressed?
- iii. Does the Group/Committee consider any Training and Development would assist them with the areas of work of Group/Committee?

The minutes will be fed into the facilitated meeting to be held on 17 January 2016 following the Budget Workshop to review the Fire Authority's effectiveness in 2016/17.

3. Review of Human Resources Policy and Challenge Group Effectiveness

- 3.1 Human Resources is one of three Policy and Challenge Groups established by the Fire Authority to focus on the following areas of Bedfordshire Fire and Rescue work:

- Health, Safety and Welfare
- Equality and Diversity
- Training and Staff Development
- Human Resource Planning
- Organisational Development
- Payroll
- Pensions
- Terms of Conditions
- Fitness and Wellbeing

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

Members are requested to review the terms of reference attached to confirm that they are content that the responsibilities for the Human and Resources Policy and Challenge Group have been discharged effectively or whether there are any areas which have not been met.

In relation to the Terms of Reference and span of responsibility, Members are asked to consider if there are any training or information items they would like added to the work programme for next year, either to the HRPCG or to the wider Member Development days.

3.2 Regularity of Meetings:

The Human Resources Policy and Challenge Group meets four times a year, meetings for the current year were:

- 15 March 2016
- 7 June 2016
- 21 September 2016
- 5 January 2017

The meeting dates are agreed when the Calendar of Meetings for the following year is presented to the FRA at their December meeting. Attendance against the meetings will be reported to the Audit and Standards Committee on 16 March 2017.

3.2 Support:

The Group is supported by the Principal Officer with responsibility for Human Resources and Organisational Development.

Officers with responsibility of the areas of work overseen by the Human Resources Policy and Challenge Group attend to present reports and respond to Members.

Officers who attended regularly during 2016 were:

- ACO, Director of Human Resources and Organisational Development
- Head of Safety and Strategic Projects
- Head of Training and Development
- Head of Human Resources
- Diversity Adviser

Other personal also attended to present reports if the leads above were unavailable a Deputy has attended.

3.4 **Review of Work Carried Out:**

The Human Resources Policy and Challenge Group reviews their Work Programme each meeting and the following items have been discussed:

- Review of Terms of Reference (first meeting of the year)
- Performance Monitoring and Report on Programmes (each meeting)
- Audit and Governance Action Monitoring Reports (each meeting)
- Corporate Risk Register (each meeting)
- Annual HR Performance Indicators and Targets for the next financial year
- New Internal Audits including a follow up Audit on Training and Development of Operational Personnel
- Absence Year End Presentation
- Review of 2015/16 Corporate Health and Safety Objectives
- Draft 2016/17 Corporate Health and Safety Objectives
- Occupational Accidents Year End 2015/16 Report
- Annual Provision of External Training
- Equality Duty Report
- Public Sector Equality Scheme Review
- Discretions – Fire Pensions Schemes
- Health and Safety Annual Report
- Review of the Fire Authority's Effectiveness

ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

HUMAN RESOURCES POLICY AND CHALLENGE GROUP TERMS OF REFERENCE

The Human Resources Challenge and Policy Group has been established to ensure that the following areas of Service are functioning efficiently and effectively, challenging areas of under-performance as required and approving any associated policy as necessary:

- Health, Safety and Welfare
- Equality and Diversity
- Training and Staff Development
- Human Resource Planning
- Organisational Development
- Payroll
- Pensions
- Terms and Conditions of Service
- Fitness and Wellbeing

Membership

The Group is to consist of those Members appointed by the Fire and Rescue Authority for the ensuing year or as determined by the Fire and Rescue Authority.

One elected Member will be nominated as Chair of the Group by the Fire and Rescue Authority at its annual meeting and another elected Member will be nominated as Vice Chair at the first Group meeting held after the annual meeting. The Group may co-opt onto its membership any person, such as representatives or members of groups, who may provide specialist information or skills in assisting the Group to reach its aims and objectives set out below.

Quorum

Business shall not be transacted at any meeting of the Human Resources Policy and Challenge Group unless at least three Members are present and at least one Member from two constituent authorities.

Support

The Group will be supported by the individual Principal Officer with responsibility for Human Resources and Organisational Development and members of the Strategic Support Team.

Regularity of Meetings

The Group is to meet a minimum of four times a year. Other meetings can be called when deemed necessary by any member of the Group and following agreement with the Group Chair.

Reporting

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

Terms of Reference

1. To consider and report as necessary on performance in respect of the Fire and Rescue Authority's Human Resources and Organisational Development Directorate and be involved in the setting and monitoring of Service targets.
2. To approve the Human Resources and Organisational Development Sections of the Fire and Rescue Authority's Community Risk Management Plan (CRMP) and associated Annual Action plans.
3. To consider and approve the People Strategy, associated strategies and annual action plans.
4. To oversee the development, approval and implementation of the Fire and Rescue Authority's Single Equality Scheme.
5. To consider and approve Equality and Diversity annual reports.
6. To consider the findings of any community consultation or staff audits relating to Human Resources and Organisational Development.
7. To commission and oversee reviews into specified areas of work within the Human Resources and Organisational Development Directorate.
8. To consider any external reports relating to Human Resources and Organisational Development.
9. To monitor the effective identification and management of corporate risks relating to Human Resources functions.

Revised Terms of Reference agreed by the CFA on 7 September 2011

Updated for change of Authority name – December 2012

Revised by HR Policy and Challenge Group on 13 June 2013

Quorum included – 2 July 2014

Pensions, Terms and Conditions of Service and Fitness and Wellbeing added and Reporting Statement included – FRA Meeting 21 July 2016

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
5 January 2017
Item No. 12**

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: REVIEW OF WORK PROGRAMME 2016/17

For further information on this report contact: Karen Daniels
Service Assurance Manager
Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on the work programme for 2016/17 and to provide Members with an opportunity to request additional reports for the Human Resources Policy and Challenge Group meetings.

RECOMMENDATION:

That Members consider the work programme for 2016/17 and note the 'cyclical' Agenda Items for each meeting.

**ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

HUMAN RESOURCES POLICY AND CHALLENGE GROUP: PROGRAMME OF WORK 2016/17

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
5 January 2017	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Public Sector Equality Duty Report • Corporate Risk Register • Review of the Fire Authority's Effectiveness • Work Programme 2016/17 		<ul style="list-style-type: none"> • Climate Survey • Equality Handbook 	<p>Included Dec 16 by ACO</p> <p>Included Dec 16 by ACO</p>

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 March 2017	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Approve Annual HR Performance Indicators and Targets for 2017/18 • Public Sector Equality Duty Report • 2017/18 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2016/17 	<ul style="list-style-type: none"> • Included 5 January 2017 		

HUMAN RESOURCES POLICY AND CHALLENGE GROUP: PROGRAMME OF WORK 2017/18

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
June 2017	<ul style="list-style-type: none"> • Election of Vice Chair • Terms of Reference • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Absence Year End Report • Occupational Accidents Year End Report • Annual Report of Provision of External Training*¹ • Public Sector Equality Scheme Review*¹ • Corporate Risk Register • Work Programme 2017/18 	<p>*¹Deferred to Sept 2017 – Agreed at HRPCG 21 Sept 2016</p>		

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 September 2017	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Health and Safety Annual Report • Annual Report of Provision of External Training*² • Public Sector Equality Scheme Review*² • Corporate Risk Register • Work Programme 2017/18 	* ² Deferred from June 2017 – Agreed at HRPCG 21 Sept 2016		

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